

**An investigation of how middle managers address the balance between  
autonomous and induced strategic entrepreneurial behaviour in the UAE  
context**

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## **ABSTRACT**

Having integrated knowledge from previous landmark research and from recent studies about organisational factors, this study examines how middle managers address the balance between induced and autonomous strategic behaviours in UAE-based companies. It is widely assumed that when organisations are engaged in corporate entrepreneurship it leads to innovation, strategic renewal and corporate venturing. The relationship between the two strategic behaviours is described as problematic due to the lack of clarity regarding the facilitative context of organisational antecedents. The phenomenological paradigm is chosen for this study as it involves analysis of middle-level managers' entrepreneurial behaviour, and looks into both subjective and objective interpretations of internal factors whose influence is intrinsically linked to a balance between induced and autonomous initiatives.

The research uses an exploratory-based multiple sample design of five case studies in large multinational organisations along with the unit of analysis of 15 middle managers, each having different job functions. Employing a qualitative methodology, empirical data are gathered through an observation-based approach and individual semi-structured interviews. It was found that middle managers perceive a sense of strong management support and encouragement to extol the virtues of new innovative ideas. However, the study's findings suggest that the height and span of control of an organisational structure and time availability as internal antecedents impede heavily on middle managers' entrepreneurial initiatives.

The study reveals a range of issues relating to the heterogeneous cultural context in UAE multinational companies in terms of a centralised management structure. These issues include lengthy and elaborate risk assessment procedures which directly impact corporate entrepreneurialism. The significance of the research and its contribution lies in expanding the body of literature by way of extending the existing theoretical framework and testing it in a new cultural context with specific reference to the UAE national culture. The current study introduces previously unrecognised internal factors that support or hinder induced and autonomous middle managers' entrepreneurial behaviour. It identifies five initiatives middle managers endeavour to use to balance induced and autonomous strategic behaviours.

## **DEDICATION**

This thesis is dedicated to my children, Alexey and Amina, who encouraged me throughout the journey and completion of this research, of which their endless love and support remained a constant inspiration.

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# DECLARATION STATEMENT



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## Glossary

**Antecedent** – an event, or predictor, that occurs prior to a specific behaviour that leads to or triggers the occurrence of that behaviour (developed from Bambara and Kern, 2005)

**Autonomous strategic behaviour** – a bottom-up process in which product champions pursue new ideas by means of developing and coordinating activities that fall outside the scope of the current concept of strategy, and associated with innovation (developed from Burgelman, 1983a, b, c; Kuratko et al. 2005; Kuratko, 2007)

**Ambidexterity** – a process of combining two fundamentally contradicting processes, traditionally known as exploitation vs exploration (developed from Wang and Rafiq, 2014)

**Bracketing** – a process to disconnect a phenomenon from the natural world or to set it out of action. It identifies and holds in abeyance preconceived beliefs and opinions about the phenomenon under study (developed from Husserl, 2001; Pollit and Beck, 2008)

**Corporate Entrepreneurship (CE)** – the process whereby firms engage in diversification through internal development and new resource combinations to extend the firm's activities in areas unrelated, or marginally related, to its current domain of competence and corresponding opportunity set (adopted from Burgelman, 1983a)

**Case Study** – a research strategy linked to experiment, history or simulation, which provides a detailed examination of a single example of a class of phenomena in its real-life context (adopted from Flyvbjerg, 2006)

**Da-Sein** – Heidegger's philosophical conception of the transcendental nature of Beings. Da-Sein (There-being) is the part of Being. The term pertains to existence in its ontological dimension. Da-Sein is being-in-the-world, and its transcendence is grounded in its temporality (developed from Richardson, 2003)

**Entrepreneurial activity** – a set of actions, or series of actions over time (by Acs and Audretsch, 2010)

**Entrepreneurial behaviour** – an individual-level phenomenon which occurs over time (is a process), and results in an organisation as the primary outcome of these activities. At some point, individual entrepreneurial activity emerges into organisational behaviour (developed from Acs and Audretsch, 2010)

**Exploratory research** – used to develop a better understanding of a business problem or opportunity. Exploratory research is particularly useful when the researcher has little information and is meant to discover new relationships, patterns, themes, ideas and so on (Hair et al., 2011)

**Generalisability** – refers to the ability to extend the validity of one's case study conclusions to other cases and is more or less synonymous with external validity (Mills, Durepos and Wiebe, 2010, p.419).

**Hermeneutics** – the theory and method that attempts to understand human actions by interpreting them. Named after Hermes, the interpreter of the divine message to mankind, the task of hermeneutics is to bridge personal or historical distance between minds in order to clarify or mediate by one's own interpretation of what is said by persons (developed from Gadamer, 1976)

**Induced strategic behaviour** – a top-down process where a firm's strategy and structure provides the context within which entrepreneurial behaviour is elicited and supported by the current concept of strategy to identify opportunities (developed from Burgelman, 1983a; Kuratko, 2007)

**Intrapreneurs** – people who turn ideas into reality inside an organisation (adopted from Pinchot and Pellman, 1999)

**Interpretive paradigm** – based upon the view that the social reality is the product of the subjective and inter-subjective experience of individuals which is understood from the standpoint of the participant rather than the observer (Morgan, 1980)

**Middle managers** – managers between top management and the first line of supervision. Middle managers link the activities of vertically related groups and are responsible for sub-functional workflow (developed from Diefenbach, 2011)

**Narrative** – representation of a series or a sequence of real or fictional events. Narrative is a context-bound exchange between two parties that desire different worth of the same story in different situations (developed from Prince, 2003; Rudrum, 2005)

**Paradigm** – refers to scientific achievements that build the foundation for its further practice and shared by the community of practitioners (Kuhn, 1970)

**Pilot study** – a small version feasibility study of the big major study. They can be useful in pre-testing or trying out a particular research instrument. It serves as an initial step to facilitate the research project and is conducted under similar conditions as the major research (developed from Van Teijlingen and Hundley, 2010)

**Phenomenology** – attempts to describe the basic structures of human experience and understanding from a first-person point of view, in contrast to the reflective, third-person perspective that tends to dominate scientific knowledge and common sense (developed from Carman, 2013)

**Phenomenological reduction** – attempts to reduce the real natural world to pure consciousness. This is achieved by bracketing to reduce a real transcendental object to a real immanent object; that is, the reduction of transcendental reality to phenomenal reality (developed from Husserl, 2001; Cunningham, 1976)



**Qualitative research** – a broad umbrella term for research methodologies that describe and explain persons' experiences, behaviours, interactions and social contexts (developed from Fossey et al., 2002)

**Sequential ambidexterity** – a process by which organisations constantly need to reconfigure their activities to meet constantly changing demands (adopted from Raisch et al., 2009)

**Simultaneous ambidexterity** – a process by which organisations simultaneously pursue exploitation and exploration (developed from Raisch et al., 2009)

**Transcendental phenomenology** – tries to elucidate the intentional relation between acts of consciousness and intentional objects. It analyses radical dependency of various forms of natural experience on transcendental consciousness (developed from Tymieniecka, 2011)

**Validity** – a unitary concept which is mainly concerned with the meaning and consequences of measurement (developed from Messick, 1998)

**Developed from Johnson (1997):**

**Descriptive validity** – refers to the factual accuracy of the account as reported by the researchers

**Interpretive validity** – refers to accurately portraying the meaning attached by participants to what is being studied by the researcher

**Theoretical validity** – refers to explanations developed from the research study that fit the data and, therefore, are credible and defensible

## **Chapter 1: Introduction**

### **1.1 Background**

The subject of corporate entrepreneurship (CE) has attracted much attention in all sectors of the economy and all types of organisations (Ball, 2005, p.2). Researchers have identified corporate entrepreneurship as a legitimate subject of research and this has been reflected in numerous studies. From the various definitions inherent in the current literature, it is apparent that CE is a rich, complex phenomenon that represents an approach to new business creation within an existing enterprise (Sathe, 2003, p.6). Sharma and Chrisman (1999, p.18) refer to CE as ‘the process whereby an individual or a group of individuals, in association with an existing organisation, create a new business organisation or instigate renewal or innovation within that organisation’. A number of authors (e.g. Burgelman, 1983a, b, c; Guth and Ginsberg, 1990; Zahra, 1993; Zahra and Covin, 1995; Dess et al., 2003; Kuratko et al. 2005; Wright and Zahra, 2011) suggest that within the domain of existing organisations corporate entrepreneurship encapsulates two types of activities: 1) strategic renewal that refers to changes within the organisation which involves some kind of innovation and happens within the structural context of the existing organisation (Burgelman, 1983a, b, c; Pinchot, 1985; Guth and Ginsberg, 1990), and 2) corporate venturing that relates to the creation of new business, the exploitation of new markets, and the development of new products which leads to innovation (Burgelman, 1983a, b, c; Zahra, 1993; Dess et al., 2003).

The present research is based on earlier work carried out by Burgelman (1983a) and then builds on work by Hornsby et al. (2002) and Kuratko et al. (2005). The studies of Hornsby et al. (2002) and Kuratko et al. (2005) clearly confirm Burgelman’s (1983a, b) work in showing that middle managers’ entrepreneurial initiatives are greatly affected by the organisational internal factors that play a critical role in shaping the two types of entrepreneurial behaviour: autonomous and induced. The definition of internal factors is based here on Hornsby et al.’s (2002) study, cited in Kuratko et al. (2005) as the following: ‘Internal factors – individually and in combination, these factors are believed to be important antecedents of corporate entrepreneurship efforts, because they affect the internal environment, which determines interest in and support of entrepreneurial initiatives within an established company.’ Hornsby

et al. (2002) and Kuratko et al. (2005) support Burgelman (1983a, b) in the assertion that to remain adaptive, companies have to find an appropriate balance between induced and autonomous entrepreneurial behaviour which is grounded in organisational internal factors. Given that the status of the United Arab Emirates as an emerging market makes it an ideal place for entrepreneurship, at present, the UAE government is taking steps to establish and promote entrepreneurial activities amongst Emirati nationals, and is encouraging companies to hire them (Grant et al., 2007, p.530).

## **1.2 Justification for the Research**

The current study aligns well with national policy targeted at developing and enhancing enterprise culture and skills which are essential in building a sustainable and vibrant economy. In Dubai, corporations actively recruit individuals with diverse backgrounds that contribute to firms' social environment and help maintain local structures of meaning across age, gender and ethnicity (Kanna, 2010, p.114). There is, in addition, a need to examine the entrepreneurial potential of the indigenous workforce and internal factors that influence entrepreneurial success (Ryan et al., 2011, p.154). In order to sustain success and to compete effectively in the marketplace, it is axiomatic nowadays that any organisation must engage in some form of entrepreneurial activity (Zimmerman, 2010, p.1). At the Gulf level, the research initiative dovetails well with government projects that are designed to build an invaluable platform for entrepreneurs to foster relationships and grow businesses. But when one takes a closer look at business organisations charged with nurturing corporate entrepreneurship, it becomes apparent that they may not be fully aware of the role that management plays in identifying and exploiting opportunities. Due to the important role of managers at all organisational levels, many companies in Dubai are interested in exploring the role of middle management and its impact on corporate entrepreneurship (Singh et al, 2012).

## **1.3 Research Question, the Aims and Objectives of the Research**

A means has to be found of establishing the balance between creative, altruistic and innovative behaviour on one hand and over-regulated organisational policies and boundaries on the other. Therefore, a viable research question can be posed as following: *How do middle-level managers address the balance between autonomous and induced entrepreneurial behaviour in the UAE context?*

The study explores two broad dimensions that support corporate entrepreneurship. The first dimension consists of five internal environmental factors: management support, work discretion (autonomy), reward systems, time availability, and tolerance of failure. The other dimension involves employees' behaviour in relation to CE.

The paper has a number of objectives:

- To examine middle-level managers' function in the company as the communication channel between top management and low-level management which is critical for creating balance (Floyd and Wooldridge, 1999; Floyd and Lane, 2000).
- To introduce and explain each of the internal factors that influence middle managers' entrepreneurial spirit individually and as a system.
- To examine the influence of middle managers' cultural background on their choice of autonomous or induced behaviour.
- To understand the implications of internal factors as a system to managerial decision-making.

#### **1.4 Structure of the Thesis**

Whilst Chapter 1 outlines the aims and objectives of this study, Chapter 2 contributes to a literature review of corporate entrepreneurship, entrepreneurial behaviour and organisational internal factors, as well as organisational culture and UAE national culture. It also conducts a literature review of middle management, concluding that an understanding of middle managers' entrepreneurial behaviour is crucial to the development of corporate entrepreneurship in business organisations. Chapter 3 explains and justifies the complex methodology that supports this research, how the case studies were selected and how the process is based on the qualitative research characteristics of openness and understanding of the complex relationships of the factors involved. Chapter 4 presents both within-case and cross-case findings based on the emerging themes of the case studies, with Chapter 5 presenting an analysis and discussion of the findings. Chapters 6 and 7 define the contribution to knowledge and offer conclusions and recommendations. Appendix A presents the literature search methods, Appendix B presents the interview questions: B.1 is the pre-

pilot study set of interview questions; B.2 represents the refined set of interview questions after the pilot study; B.3 is the main interview questions translated from English to Arabic. Appendix C summarises transcripts of middle managers' interviews from the pilot case study: C.1 is the printed text of the interviews, and C.2 is the handwritten field notes. Appendix D presents the jotting sample. Appendix E presents the interview guide (protocol). Appendix F presents the excerpts from the Excel spreadsheet document representing interview questions, and within- and cross-case analysis for the companies and middle managers. Appendix G presents the pilot study.

## Chapter 2: Literature Review

### 2.1 Introduction

The literature review provides an overview of the broad body of literature focusing on empirical and conceptual studies of corporate entrepreneurship during the past three decades. The literature was identified using various search engine databases, such as Google Scholar, EMERALD and the Heriot-Watt University library. These databases include collections of journals that characteristically publish research on behavioural management or corporate entrepreneurship (e.g. *Academy of Management*, *Journal of Business Venturing*, *International Journal of Entrepreneurial Behaviour & Research*, *Entrepreneurship Theory and Practice*, *Entrepreneurship Research Journal*, *Journal of Business and Management*, *Journal of Leadership and Organisational Studies*, *Creativity and Innovation Management*). The search terms used were ‘corporate entrepreneurship’, ‘middle managers’, ‘corporate entrepreneurial behaviour’, ‘intrapreneurship’ and ‘internal organisational factors’. There were a vast number of reference sections of both empirical and conceptual articles that were not found through the conventional search engine means.

As well as the aforementioned online sources, the study used a number of off-line resources including text books and government policy publications and white papers. The literature was analysed using two conventional approaches associated with qualitative studies, that of inductive and interpretive methods. These methods are used here for meta-synthesis which combines findings to produce a greater level of understanding. Based on the synthesis of the conceptual foundation of corporate entrepreneurship, it is clear that economic and technological change acts as a catalyst to opportunity-seeking and alertness to innovation through entrepreneurial discovery and path-breaking behaviour.

Most of the sources use data generated in the UK and US. Although most studies are based on data generated in Europe, there are very few published studies based on data generated in the UAE. Appendix A provides full details of the literature review method explaining how the literature was searched, selected, analysed and synthesised.

## **2.2 The Literature on Corporate Entrepreneurship**

This section reviews the literature on corporate entrepreneurship and addresses the main themes emerging from it.

### ***2.2.1 Conceptual Foundation for Entrepreneurship***

The concept of entrepreneurship has evolved over the past three decades. Two schools which have their intellectual roots in Vienna – the Schumpeterian and the Austrian schools – are today regarded as the two major schools of economic thought from which entrepreneurship stems out.

#### *The Austrian School of Thought*

Originating in 1870 in Vienna, the Austrian School of Thought suggests different ideas which are regarded as fundamental to business success. It refers to perspectives that emphasise ‘the market process’ (Kirzner, 1973; Machlup, 1982) and issues relating to continuous innovation, flexibility, heterogeneity and the unobservable influences of business performance, which are of central importance to the Austrian School of Economics (Jacobson and Mizik, 2009). The Austrian School highlights profits as the result of entrepreneurial discovery and realising opportunities in a constantly changing – disequilibrium – marketplace (Keynes, 1936; Kirzner, 1973; Machlup, 1982; Jacobson and Mizik, 2009). Von Mises contends that an entrepreneur is a driving force of the market process who creates and responds to changes through their profit-seeking push to the market (von Mises, 1949). Von Mises’ (1949) increasing emphasis on uncertainty accords with Hayek’s (1945) notion that knowledge of people, local conditions and special circumstances plays the same important role in business success as scientific facts. Under this view, Kirzner (1973) agrees that the uncertainty present is in all human decision-making, and focuses on the entrepreneurial market process as the entrepreneurial discovery of information where some market imperfections can be profitably exploited (Kirzner, 1973).

In recent years, there has been an increase in the activities of UAE companies in trying to withstand fierce competition through an indirect approach characterised by entrepreneurial discovery and entrepreneurial initiatives (Gluck et al., 1980; Jones-Evans and Williams, 2015; Miniaoui and Schilirò, 2017; Purohit and Kumar, 2018; Kaabi and Sandhu, 2018). The

Oxford Business Group (2012) conducted some interesting research, *The Report: Ras Al Kaimah 2012* which looks specifically at new economic opportunities for companies located in the emirate (<https://www.oxfordbusinessgroup.com/uae-ras-al-khaimah-2012>). Sheikh Saud has worked to guarantee good governance and transparency in the key economic sectors of the emirate such as industry, trade and tourism. According to the Oxford Business Group (2012) report, the RAK FTZ (Free Trade Zone), founded in 2011, has worked to attract small and medium-sized enterprises comprising 2,033 new company registrations in total.

The entity benefits from investors looking for stable markets which bode well for those looking to relocate to the UAE (the Oxford Business Group, 2012, p.15). The report highlights the strategic importance of entrepreneurial partnership between RAKIA (the Investment Authority), RAK FTZ and the National Bank of Ras Al Kaimah which dominates in the financial industry. The researchers comment that by focusing on investments at home, the entity becomes the major link between RAK and a wide variety of foreign entities and governments, from the viewpoint of investments and trade (the Oxford Business Group, 2012, p.13). Whilst acknowledging entrepreneurial discovery and innovation (Miniaoui and Schilirò, 2017) which induces profits according to the Austrian framework (Jacobson and Mizik, 2009), Kanna (2010) has found that the underlying drivers behind the contemporary economy in the context of Dubai are indeed the principles of neoliberalism (Almarri et al., 2016, p.252; Ramadani et al., 2017, p.8). ‘The emancipation of capital from the oversight of the state, the commodification or marketisation of realms of life that were previously the prerogative of the state, the apotheosis of the entrepreneur as a creative genius, the analogization of society as a corporation—are translated in the ideologies of powerful local institutions such as corporations and privileged sectors of the state’ (Kanna, 2010, p.101). This assertion was, to some extent, substantiated by the article *Why was the Arab World Poised for Revolution? Schooling, Economic Opportunities, and the Arab Spring* by Campante and Chor (2012) which highlighted specifically the Arab Spring as a root cause of the UAE political and economic expressions.

Taking account of insights provided by their Austrian predecessors, the Schumpeterian School extends the line of thought and helps us to have a deeper understanding of the



importance of an individual action in the initiation, maintenance and completion of entrepreneurial activity.

### *The Schumpeterian School of Thought*

The entrepreneurial school, according to Mintzberg et al. (1998, p.125), grew out of economics, and it was Schumpeter who 'brought the entrepreneur into prominence in economic thought' (Mintzber et al., 1998, p.125). A conventional perception of the Schumpeterian School is determined by two preconceived notions known as Schumpeter 1 and Schumpeter 2, and commonly referred, in effect, to 'early' and 'later' Schumpeter (Langlois, 2003). The literature of economic and technological change in which Schumpeter's writings have been accorded reasonable attention, suggests, first, 1934, which is signified by *The Theory of Economic Development* as a period of 'early' Schumpeter. He sees innovation as 'strategic stimulus to economic development' where creative destruction revolutionises the economic structure from within, destroys the old one, and creates a new economic structure. Schumpeter's 1 writings characterise the innovation process as a series of sequential steps. An entrepreneur seizes basic inventions influenced by the market, and then transforms them into innovations (Freeman, 1982). To Schumpeter (1934), the bold innovator 'entrepreneur' helps move the economy forward through a new combination of resources and ideas that become powerful as well as profitable. Describing an entrepreneur as a driver of creative destruction which is 'the essential fact of capitalism' and the engine that moves capitalism forward, the main thrust of Schumpeter's argument is to present innovation as all wrapped up around an entrepreneur's individual behaviour. Schumpeter (1934) distinguishes entrepreneurs from inventors, capitalists and businessmen managers. Claiming that his methodology is distinctly non-Austrian, Schumpeter almost dictates that entrepreneurial decisions are shrouded in uncertainty and a great desire to strike out into the unknown. On the other hand, he consistently advocates an open-endedness of economic knowledge which is in accordance with the Austrian perspective of individual decision-making based on knowledge, expectations and a perception of alternatives (Leathers and Raines, 2013). 'Early' Schumpeter's great contribution is in dynamising the economic system by putting the role of an entrepreneur in the forefront, indicating a fundamental antagonism between non-innovators and the pioneer (Schumpeter, 1934).

Witnessing new historical trends which have developed American capitalism in the twentieth century, and closely following political events, the years 1938–1942 is the time when Schumpeter decides to write *Capitalism, Socialism and Democracy*. This book opens a new period known as ‘later’ Schumpeter or Schumpeter 2. Technical innovation for Schumpeter is the basis for economic development. He ultimately embodies the idea that the individual entrepreneur becomes less important and vanishes ‘with the emergence of modern corporations’ (Schumpeter, 1934[cited in Swedberg, 2003, xvii]). ‘Later’ Schumpeter still views the entrepreneur as a forceful individual who moves economic progress, and reemphasises that the bourgeoisie depends on him economically and sociologically. He argues that the perfect bureaucratic giant industrial unit ousts not only small and medium-sized firms but also ousts entrepreneurs and the bourgeoisie as a class which loses its function (Schumpeter, 1934, p.134). To Schumpeter, the entrepreneur’s position is threatened as soon as his function of individual leadership and personal responsibility for success loses its importance (p.133). Further, he extends the effect of capitalist evolution and capitalist enterprise to an automatised process that tends ‘to break to pieces under the pressure of its own success’ (p.134), and leads capitalism to its own destruction. Schumpeter’s assertion that socialism will succeed is supported by his notion that without the support of the entrepreneur, the bourgeois fortress will fall, becoming politically defenceless (p.143). Schumpeter’s analysis of the socialist economy deserves a modicum of attention for its model of the price mechanism where vouchers are to be used in state-run shops that regulate prices according to consumer demand. Schumpeter’s assessment of the workability of socialism and the eventual demise of capitalism has led to the tension between Schumpeter 1 who comes to praise entrepreneurship and Schumpeter 2 who comes to bury it (Langlois, 2003).

In accordance with his social background, Schumpeter regards talented individuals as the driving force shaping economic and political history (Giersch, 1984; Gumusluoglu and Ilsev, 2009). From Schumpeter’s elitarian perspective, entrepreneurs (a class of talented individuals, pillars of strength, symbols of legitimacy and role models) move forward society’s technological frontier, focusing on tangible parts of entrepreneurship such as money, machinery, property and land (Giersch, 1984; Langlois, 2003; Damanpour and Aravind, 2012). In the international economy which Schumpeter mostly neglected, emphasis is on present circumstances under which ‘regenerative forces’ drive economic development:

growth and dissemination of knowledge, innovative monopolistic competition, free trade, and external and internal environmental factors that influence innovation and the entrepreneurial talent of an individual (Giersch, 1984; Nagano et al., 2014; Carayannis et al., 2015).

There is some evidence to suggest that sharing a common culture and languages as one of those ‘regenerative forces’ of the post-Schumpeterian paradigm is an important factor which is increasing entrepreneurial activity in the UAE. Tong et al. (2012) have carried out an extensive survey amongst nascent entrepreneurs across five key nationality groups residing in the UAE between 2010 and 2011. Tong et al.’s (2012) results suggest that the determining factors of entrepreneurship activity in the region are socioeconomic factors such as income and employment. However, the co-authors argue that ‘entrepreneurs, no matter where they are from, have more in common with each other than with non-entrepreneurs in attitudes, connectivity and activities, suggesting some homogenising force in the entrepreneurial sector’ (Tong et al., 2012). This assertion is corroborated with Hamzah et al.’s (2016) notion concerning an individual’s ability to turn ideas into action, and the importance of educational programmes in the current socioeconomic context of a ‘risk society’ (pp.17–18). Zeffane (2014) has carried out similar research amongst students enrolled in business courses at a university in the UAE, noting that individualism and collectivism may be treated as distinct orientations and are not necessarily bipolar. Zeffane’s results do not support the general assumption that individualism and entrepreneurship go together. Taking into consideration the fact that in recent years entrepreneurial activities have seen exponential growth in collectivist societies such as the Gulf Region, Zeffane (2014) explains that although individualism leads to new venture creation, the dominance of collectivist orientations cannot simply negate the spirit of entrepreneurship (p.290).

### ***2.2.2 Reflection of Entrepreneurship***

Schumpeter’s profound views on rationality and the Austrians’ radical subjectivism found its reflection in the work of Knight (1921, 2006, 2012). Knight (1921) believes that an ideal type of entrepreneur is the top manager of a corporation, and insists that entrepreneurial function encompasses responsibility and control (p.289). Operating in a dynamic environment, an entrepreneurial firm must take advantage of a profit opportunity (Langlois, 2007; Morris et al., 2016). In this connection Knight (1921) emphasises the ‘effort’ the entrepreneur must

actually direct which involves the exercise of judgement (Langlois, 2007, p.1120). Advocating Knight's conception of a manager who needs to adapt to change by using authority to direct resources flexibly in real time, Langlois (2007, p.1111) criticises Knight's 'exercise of judgement' as a system of rules of conduct that an entrepreneurial firm lacks in reality, and calls it charismatic authority (Langlois, 1998; Jaskiewicz et al., 2017).

Taking further the Schumpeterian notion of 'objective uncertainty', Knight (1967) sees entrepreneurship as a synonym for dealing with high risk and uncertainty. He refers to entrepreneurs as 'creative people' who 'question authority and existing problem solutions' (p.481). Knight (1967) has developed The General Model of Organisational Search which serves as a framework to describe the organisational environment. He sees innovation as 'socially acceptable change' (p.478) and points out that it can have a positive and negative impact on an organisation which depends on its ability to obtain the goals it has set (p.483). According to Knight (1967), an organisation innovates only when its participants carry out the introduction of a new idea (p. 486). Hypothesising that emotional and social factors play a very important part in the behaviour of the innovator, Knight's work shows a clear link between a person's beliefs, the image he has of himself, and his relationship with other people that determines whether or not a particular individual is an innovator (p.489).

Knight's (1967) conception of the relationship between the person who expands the knowledge horizon, presenting innovation to society and social groups or cohorts who often provide the power and support to withstand the attacks of non-innovators, has been strongly supported by Collins and Porras (1995). The authors have extended Knight's (1967) assertion that in order to introduce the innovation, a new organisation is frequently developed, creating structural innovation to introduce another innovation. Seeing the company as the ultimate creation, Collins and Porras (1995) compare the building of an organisation with building a clock. They suggest taking 'an architectural approach' in the 'crafting and shaping of an innovative organisation' and point to the harmful consequences of the myth of the 'charismatic leader' and the 'great idea' (Collins and Porras, 1995, pp.81–84). The authors are to be commended for offering a clear distinction between early entrepreneurial success and a highly visionary company. Moreover, it is worth noting that Collins and Porras (1995) make a cogent argument to equate success with the company creation, rather than with a

specific business idea or market opportunity which have a timely effect. However, they tend to undervalue the crucial importance of the ‘charismatic leader’ (Langlois, 1998) and ‘obsession’ that ‘does have a role to play in contemporary organisations’ (Mintzberg et al., 1998, p.146). Although Mintzberg et al. (1998) emphasise visionary leadership as a central construct of an entrepreneur and point to strategic thinking as ‘seeing’, the authors do not explain how the personal values of a leader affect their ability to create change and innovation in the organisation.

However, despite the extensive literature on entrepreneurship contributed by various schools of thought, the progress in establishing the conceptual foundation of entrepreneurship is still experiencing a number of difficulties. A major source for these conflicting points of view can be found in the problem of defining and explaining corporate entrepreneurship.

### *2.2.3 Definitions of Corporate Entrepreneurship*

The concept of corporate entrepreneurship has evolved over the past three decades. It is often used to refer to a ‘resources-driven’ and skills perspective (Stevenson, 1983, p.4) and considers entrepreneurial behaviour that is based on achieving and exploiting market opportunity (Sanchez and Soriano, 2011). There are various ambiguities in existing definitions of corporate-level entrepreneurship. Table 1 summarises past and recent definitions and characterisations of corporate entrepreneurship, which also illustrate various ambiguities inherent in them.

Author	Definition/concept of CE	Entrepreneurial profile
Stevenson, 1983	Firms that start as entrepreneurial by recognising opportunities often become resource-driven as more and more resources are acquired by the organisation.	Opportunity-driven; resource-driven; tentative, uncommitted; adept at using skills, talents and ideas of others; administrative.
Miller, 1983	Organisational renewal, innovation, constructive risk-taking, pursuit of new opportunities. Product-market innovation, risky ventures, proactive innovation to beat competitors.	Knowledge of a leader; centralisation of decision-making power; locus of control.
Burgelman, 1983a	CE is the process whereby firms engage in diversification through internal development. It requires new resource combinations to extend the firm’s activities in areas unrelated, or marginally related, to its current domain of	Induced strategic behaviour; autonomous strategic behaviour; opportunity-seeking behaviour; resource combination; opportunistic; experimentation-and-selection.

	competence and corresponding opportunity set.	
Pinchot, 1985	A new social invention allowing greater individual enterprise and responsibility in corporate society.	An intrapreneur is a person within a large corporation who takes direct responsibility for turning an idea into a profitable, finished product through assertive risk-taking and innovation.
Jones and Butler, 1992	The process by which firms notice opportunities and act creatively, organising transactions between factors of production so as to create surplus value. Internal entrepreneurship.	Risk preferences; opportunistic inclinations; value-creating; economic rewards-driven.
Zahra and Covin, 1995,	CE is seen as the sum of a company's innovation, renewal and venturing efforts. Multifaceted learning from CE is conducive to replenishing the firm's existing knowledge or creating new knowledge.	Developing new competences; responding to market changes by enhancing company's competencies.
Mintzberg et al., 1998	Leaps forward in the face of uncertainty. Strategy-making is active search for new opportunities. Growth is the dominant goal of the entrepreneurial organisation.	Visionary leadership; making elusive ideas powerful and profitable; strategic thinking as 'seeing'. Innovative leader.
Sharma and Chrisman, 1999, 2007	Entrepreneurship encompasses acts of organisational creation, renewal, or innovation that occur within or outside an existing organisation.	Group of individuals acting independently or as a part of organisational system.
Ireland et al., 2009	Continuous rejuvenation of organisation and shaping the scope of its operations through the recognition and exploitation of opportunities.	Vision-directed middle-level managers.
Phan et al., 2009	New internal businesses, corporate joint ventures and spin-offs which include ambidextrous organisational structures and autonomous divisions.	Ability to make more of organisational factors; members from all managerial levels; experienced and knowledge-sharing; networking abilities.
Turró et al., 2014	Multidimensional construct involving innovation, renewal and venturing efforts.	Vision of firm's competitive landscape.
Zahra, S.A., 2015	CE is a process of creativity, intelligence, learning, and reframing as well as seeing things anew. CE as a knowledge creation and conversion process that induces renewal, variety, novelty and intelligence into organisations.	Knowledge creating and knowledge sharing individuals.

Laukkanen, S. et al., 2017	Vision-directed, organisation-wide reliance on entrepreneurial behaviour that purposefully and continuously rejuvenates the organisation and shapes the scope of its opportunities through the recognition and exploitation of entrepreneurial opportunities.	Self-driven autonomous entrepreneur at an operational level of an organisation; central catalyst of renewal, inspiring and driving innovation.
Kuratko, D.F. and Morris, M., 2018	CE can be manifested either through corporate venturing (within and outside the firm), or strategic entrepreneurship ( firm's strategy, product offerings, served markets, internal organizations, and business models).	Technical competence, directing abilities, change agent, promoter and motivator of innovation.

**Table 1: Definitions and profiles of corporate entrepreneurship** (Developed by Author)

Because the field of CE is still lacking consistency in terms of how its activities have been defined, a clear definition is necessary for both practitioners and researchers. Miller (1983) points out that entrepreneurial activity within a firm includes innovation, proactiveness and risk-taking. Burgelman's definition is incorporated as the working definition in this paper: 'Corporate entrepreneurship refers to the process whereby firms engage in diversification through internal development. Such diversification requires new resource combination to extend the firm's activities in areas unrelated, or marginally related, to its current domain of competence and corresponding opportunity set' (Burgelman, 1983c, p.1349). This suggests a clear basis for asserting that managers have a critical role in supporting autonomous strategic initiatives combined with various capabilities in the firm's operating system and in conceptualising strategies for new businesses. However, little attention has been paid to middle-level managers who can manage the strategic context by the results of autonomous strategic behaviour combined with conceptualised strategies for new business areas. There is no explanation in sufficient depth of a company's internal and/or external factors that influence induced and autonomous strategic behaviour. Although Burgelman's study bears a significant contribution to the field of corporate entrepreneurship, it does not provide an adequate explanation of the conditions under which different types of corporate entrepreneurship are appropriate for different firms. The term 'entrepreneurship' was originally attributed to creators of new businesses (Cooper, 1981; Gibb and Ritchie, 1982), and since the world has been gradually expanding it is used to describe strategic initiatives within large organisations as well (Kuratko et al. 2005, 2017).

The new term ‘intrapreneurship’ coined by Pinchot (1985) suggests that intra-corporate entrepreneurs create something similar to free market entrepreneurship within the corporate organisation. Pinchot (1987) believes that freeing individuals from excessive control in a hierarchical organisation, and giving them enough time to work on their own idea leads to innovation and new ventures. The studies conducted by Pinchot play a crucial role in CE. However, the unsatisfactory aspect of the studies is that the author emphasises intrapreneurship as an independent, isolated entity inside a business organisation (Pinchot 1987). Capitalising on the linkage from idea to operation, Pinchot (1987) discredits organisational boundaries calling for more decentralisation and freedom. Regarding this connection, there are grounds for serious doubts as to whether the organisational structural context creates obstacles to CE or whether it helps to direct managerial efforts to support creativity and innovation throughout the company. A few years later, Guth and Ginsberg (1990) emphasised CE as a process distinguished by the birth of new business within existing organisations, and the transformation of organisations through strategic renewal.

A careful examination of Table 1 reflects different terms used by authors to describe the phenomena. This demonstrates that CE has multiple bases and the definition of the term itself suggests a broad or even controversial platform from which CE can be interpreted and enacted by individuals and companies.

#### *2.2.4 Summary*

The literature on corporate entrepreneurship suggests that this is an important and fast growing research area. Based on the two major schools of thought – Schumpeterian and Austrian – it appears that a strategic key driver to economic development is innovation. However, the views on entrepreneurship of the two schools differ considerably. The Schumpeterian entrepreneur is ‘a captain of an industry’ who always combats old patterns of thought. In contrast, the Austrian School sees the entrepreneur as a vehicle for realising opportunities through entrepreneurial discovery and motivated by profits. Companies as well as researchers begin to realise that change generated by the market process and managers’ entrepreneurial spirit encourages the development of innovation in the corporate context.



The next section of the literature review considers the literature on entrepreneurial behaviour. The research is concerned with characteristics of entrepreneurial behaviour, and the literature on corporate entrepreneurship should be viewed in the context of the literature on entrepreneurial behaviour.

### **2.3 The Literature on Entrepreneurial Behaviour**

The previous section focused on the conceptual foundation for entrepreneurship and its impact on the discourse of corporate entrepreneurship in the business literature. This section considers two types of entrepreneurial behaviour in the context of corporate strategy: autonomous and induced.

There is a large and well-established literature on corporate entrepreneurial behaviour. The literature underpins findings that drive entrepreneurial behaviour to keep in line with dramatic changes in the corporate strategy. Based on landmark studies in the area of entrepreneurial behaviour, researchers have been analysing entrepreneurial intentions with varying degrees of interest.

#### ***2.3.1 Entrepreneurial Profile***

The vast majority of the works on entrepreneurship have been popular, and have described various forms of visionary leadership. Bennis and Nanus (1985) emphasise the emotional and spiritual resources of the organisation with which the leader operates, contrasting this type of leadership with that of managers who control the physical resources of the organisation. Mintzberg et al. (1998) argue that a great leader is not always someone with a vision who comes and saves the organisation (Mintzberg et al., 1998, p.136). This contrasts with the model by Pless et al. (2012) which introduces the concept of corporate leaders who act responsibly during decision-making processes in terms of obeying the law, exercising philanthropy, and projecting a 'strategic emphasis on dealing with the needs of multiple stakeholder groups or entities' (Pless et al., 2012, p.52, 53). The model clearly outlines alternative orientations towards responsible leadership. It illuminates the four types and the characteristics of 'traditional economist', 'opportunity seeker', 'integrator' and 'idealist'. The authors tend to support the 'integrator' orientation as 'long-term value creation for a range of stakeholders in business and society' (Pless et al., 2012, p.58). They attempt to analyse

integrative orientation as the most effective approach in decision-making, focusing on the ability of an integrator to understand ‘the emotional commitment’ amongst employees. However, it is regrettable that Pless et al. (2012) have given no recommendation on how to move from the less effective orientation to the most appropriate and effective one.

It is worth mentioning that some characteristics of an entrepreneur are negative rather than positive. Manfred Kets de Vries (1977, p.34), for example, refers to an entrepreneur as ‘the last lone ranger’. Collins and Moore (1970) present a fascinating picture of a tough, pragmatic person, thirsty for independence and driven by a strong need for achievement. Many researchers have contrasted entrepreneurial features with ‘administrative’ and ‘resource-driven’ ones (Stevenson, 1983), often characterised by a strong bias in decision-making and overconfidence (Busenitz and Barney, 1997). According to this criticism, recognition of an opportunity to make a profit is not enough to actually make profits, and entrepreneurial ideas are ‘mere parlor games’ without the financial resources to commit to the projects (Rothbard, 1985, p.283). A decade later, Kirzner (1997) argued that entrepreneurial boldness and imagination can lead to ‘pure losses’ as well as to ‘pure profit’, and he warned that misreading market conditions may lead only to losses (Kirzner, 1997, p.72). In his emphasis on uncertainty-bearing, Kirzner continues a theme introduced by Knight (1967) about the creative problem-solving process that is often characterised as ‘high-risk activity, erratic and unpredictable’ (p.481). However, on further reflection, one might conclude that Kirzner has omitted to mention entrepreneurship as an employment category (i.e. self-employment).

Despite the differing viewpoints on corporate entrepreneurship and entrepreneurial spirit amongst researchers (Stevenson, 1983; Miller, 1983; Burgelman, 1983a; Pinchot, 1985; Jones and Butler, 1992; Zahra and Covin, 1995; ; Zahra, 2015; Mintzberg et al., 1998; Sharma and Chrisman, 1999, 2007; Ireland et al., 2009; Phan et al., 2009; Turró et al., 2014; Laukkanen et al., 2017; Kuratko and Morris, 2018), a review of the literature highlights critical aspects of the concept of ‘corporate entrepreneurship’ and proactive nature of individuals who operate in entrepreneurial mode within a firm, can harness the firm’s resources, and are able to launch new businesses as the most tangible manifestation of growth and achievement.

### 2.3.2 *Types of Entrepreneurial Behaviour*

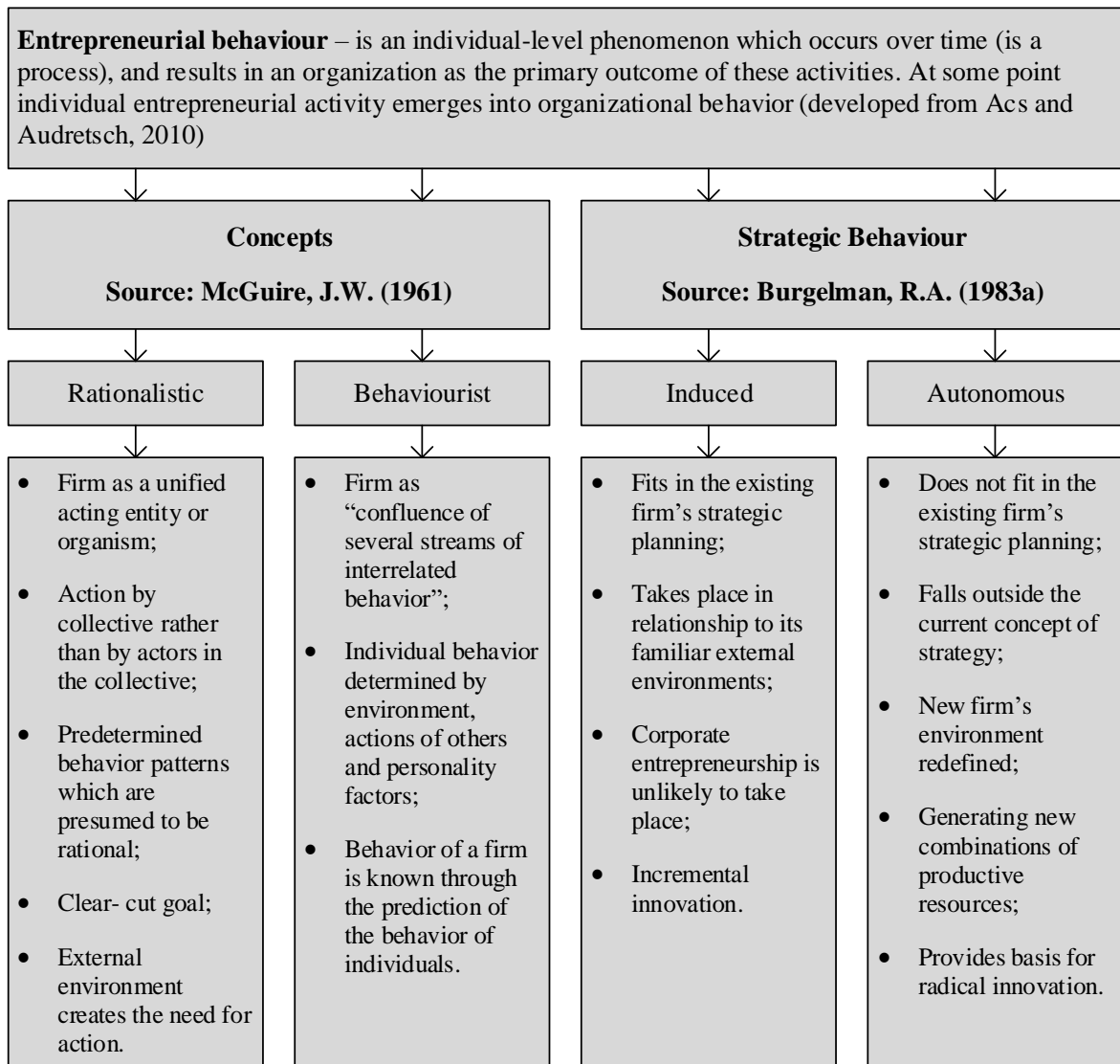
Theories of managerial behaviour ultimately originate in the social sciences and build on a theoretical foundation which underlies the areas of business, economics and decision-making, as an attempt to search for explanations and predictions of firms' behaviour. (McGuire, 1961, p.65). Despite most executives being clear about this awareness, the relations between behaviouristics and actual management practices are often misunderstood and badly informed. McGuire (1961) identifies two basic concepts of a firm. *Rationalistic concepts* perceive the firm as 'a unified acting entity or organism' whilst under *behaviourist concepts*, the firm is generally thought to be a mixture of several streams of individual behaviour 'determined by environment, the actions of others, and personality factors' (1961, p.66). McGuire (1961) suggests the behaviouristic approach as more logical and consistent with the assumption that it is individuals within the firm rather than the firm itself that act. McClelland and Winter (1969), attempting to predict entrepreneurship from individual characteristics such as locus of control, risk-taking, personal values, education, age and place, agree with McGuire's (1961) assertion that behaviour depends on personality, taking into account the cognition, perception, beliefs and knowledge of individuals. However, this assertion has been questioned by Moore (1986), who criticises McGuire's (1961) and McClelland's (1969) overstatement regarding individual characteristics. Moore (1986) claims that the variables of individual characteristics do not predict entrepreneurial behaviour and have a low positive correlation with entrepreneurship, and offers a model which looks at interactions amongst the variables in environmental, organisational and managerial contexts.

Burgelman (1983a) suggests a more meaningful perspective on this matter: to view entrepreneurial behaviour as one or the other of two categories of strategic behaviour. '*Induced strategic behaviour* uses the categories provided by the current concepts of strategy to identify opportunities' (Burgelman, 1983a, p.61) and is seen as a top-down process; the bottom-up process is viewed as '*autonomous strategic behaviour*' and it 'introduces new categories for the definition of opportunities' and strategic activities that 'fall outside the scope of the current concept of strategy' (Burgelman, 1983a, p.64). This entrepreneurial behaviour which is perceived as 'rather unconventional', but 'consistent with the opportunity-centred interpretation of entrepreneurship' (Stewart, 1989, p.15), supports Reich's (1987) new paradigm of innovation that 'must become continuous and collective'

(Reich, 1987, p.80). Covin and Slevin (1991) fashioned a model that conceptualises corporate entrepreneurship as a set of behaviours occurring at the organisational level. They call it ‘entrepreneurial posture’ which influences a firm’s performance directly whilst simultaneously being influenced by organisational variables such as resources, structure, culture and management values (Covin and Slevin, 1991). Conceiving CE as a process of innovation, renewal and venturing efforts (Zahra and Covin, 1995), Jones and Butler (1992) have morphed internal CE into entrepreneurial behaviour within a single firm.

More recent research has reframed the scope of entrepreneurship focusing on entrepreneurial behaviour which is intended to discover and exploit opportunities (Shane and Venkataraman, 2000). Entrepreneurial behaviour is a process by which some individuals are engaged in various entrepreneurial activities that are imbedded in the actions of many individuals rather than through a single individual (Acs and Audretsch, 2010, p.101). In Figure 1, entrepreneurial behaviour is presented as a multilevel phenomenon demonstrating the difficulty of separating what constitutes the activities of individuals and the environmental context of an organisation.

Acs and Audretsch (2010) stipulate that the entrepreneurial behaviour perspective as a foundation for corporate entrepreneurship should be seen as the behaviour of individuals and not as their individual characteristics. Delmar and Wennberg (2010) have enhanced Acs and Audretsch’s (2010) findings in their analysis of Swedish companies over 14 years. According to Delmar and Wennberg (2010), entrepreneurial behaviour means the establishment, growth, and exit of new independent firms which is influenced by the social and economic context (p.23) and supported by two categories: concepts of the firm and strategic behaviour (see Figure 1) which are mutually exclusive. Over the last decade, the abundance of literature on organisational behaviour suggests that it is crucial for organisations to support entrepreneurial behaviour in order to improve performance and increase organisational growth (Kuratko et al. 2005; Mair, 2005). Entrepreneurial behaviour as the innovative use of resources to pursue opportunities and to take risks (Dess and Lumpkin, 2005, pp.147–149) is conceptualised by Mair (2005) as ‘day-to-day entrepreneurship’ (Mair, 2005, p.50).



**Figure 1: Entrepreneurial behaviour** (Developed by Author)

In the case of resources, particularly in the UAE, the competitive business environment makes the business more and more complex. A number of organisations, the Dubai Police, for example, have implemented an Enterprise Resource Planning system (ERP) which helps managers to accomplish their entrepreneurial goals and objectives to have the advantages of proactiveness and innovation in the market (Al-Dhaafri and Al-Swidi, 2014, p.261). The authors have conducted extensive research in Dubai Police departments, noticing that managers’ traits such as risk-taking, innovativeness and proactiveness can be fulfilled and translated to achieve high performance (p.261) and control over ‘unique resources’ which is rewarded by providing accurate expectations about their future value (Barney, 1986).

As a group-level phenomenon, Mair's (2005) conceptualisation is in line with Kuratko's (2013, 2018) entrepreneurial behaviour which is 'induced at the individual and organisational levels' and becomes 'a defining aspect of the organisation' (Kuratko, 2013, p.77; Kuratko, 2018, p.52). In contrast, Summers (2013) proposes that 'propensity for proactive behaviour is the tendency of individuals to act in a way consistent with a proactive personality' (Summers, 2013, p.13) and he introduces an entrepreneurial intentions-based model as a predictor of entrepreneurial behaviour.

However, since CE strikes out in pursuit of new opportunities, a number of researchers have been concerned with the area of entrepreneurial behaviour which is often associated with breaking habits, norms and rules (Wright and Zahra, 2011; Laukkanen et al., 2017). According to Wright and Zahra (2011), this can lead to misconduct and deviance from rules and the norm. Lundmark and Westelius (2012) and Morris et al. (2016) reveal that the driving force behind entrepreneurs is the wish to pursue entrepreneurial opportunities which in turn is associated with the emergence of new economic activity to satisfy the desire for personal or organisational gain, to realise a vision, or a combination thereof.

### *2.3.3 Summary*

This section of the literature review has summarised the general literature on entrepreneurial behaviour, building on the first section of the literature review on corporate entrepreneurship. Based on the literature, it seems reasonable to suggest that it may be misleading to consider success factors for entrepreneurial behaviour based on one or another basic approach. Entrepreneurial behaviour is considered widely by companies in the pursuit of discovering market opportunities, novel business ideas, adequate use of resources and talented managers. It is apparent that many companies tend to analyse the key drivers of entrepreneurial behaviour such as individual characteristics of managers, the internal and external environment, the organisational culture and use of resources that may act as a constraint on corporate entrepreneurship initiatives.

The issues of entrepreneurial behaviour are closely related to internal organisational factors: both are important determinants in corporate entrepreneurship. The next section of the literature review attempts to establish the link between organisational internal factors under

which some individuals discover opportunities, and development of entrepreneurial initiatives which are firmly embedded in a firm's internal environment.

## **2.4 The Literature on Culture and Internal Organisational Factors**

Much of the existing knowledge of corporate entrepreneurship is based on the relationship between organisational structure and culture, and the influence of internal factors on employees' entrepreneurial behaviour. The literature suggests that managers' perception of internal factors has a direct impact on the choice of strategic entrepreneurial behaviour. This section reviews cultural dimensions and their effect on companies' internal environment. It extends the literature to review the connections between cultural diversity and internal organisational factors as a catalyst of entrepreneurial behaviour.

### ***2.4.1 Effect of National Culture on Organisational Culture***

The impact of national culture and cultural norms of individuals are major determinants of their behaviours. Mintz (1966) states that national culture characterises the extent to which people who live within a particular society are able to operate confidently and efficiently in terms of endless every day predictions about the behaviour of others based on what is commonly accepted as both appropriate and acceptable (Mintz, 1966). Hofstede (1983) and Hofstede and Bond (1988) emphasise the importance of national culture to management for at least three reasons: political (institutions rooted in history), sociological (symbolic value to citizens) and psychological (national culture factors). According to Hofstede, G., Hofstede, G.J. and Minko (2010), culture consists of the unwritten rules of the social game. It is the collective programming of the mind that distinguishes the members of one group or category of people from others (p.6). A number of researchers have reported that there is a strong link between cultural differences and entrepreneurial behaviour (Kirby and Fan, 1995; Davidsson, 1995; Dodd and Patra, 2002; Miniaoui and Schilirò, 2017) which results in a pattern where the culture is a key. The importance of understanding cultural context in entrepreneurship research has become inevitable due to cultural attitudes towards entrepreneurship that globalisation carries. Pillis (1998) conducted a survey of 100 American women, 100 American men, 39 Irish women and 36 Irish men in an attempt to establish a link between entrepreneurial intentions in two cultures. Pillis' (1998) results have largely substantiated the earlier findings of Davidsson (1995) in that statistically significant cultural differences exist,

and suggest that the prevalence of certain values affect levels of entrepreneurship even within a single country (Sweden).

Hayton et al. (2002) have criticised Davidsson's (1995) study on the grounds of small sample sizes in culturally homogeneous geographical regions that raises doubts as to whether Hofstede's (1983; Hofstede and Bond, 1988) broad cultural characterisations can be sufficiently captured within a culturally heterogeneous context. Building their review on earlier studies of Kogut and Singh (1988), Makino and Neupert (2000) who examined the association between national culture and choice of entry mode, and Shane (1994, 1995, 1996) who examined preferences regarding innovation-championing styles, Hayton et al. (2002) reveal a strong influence of national cultural factors on the attributes of corporate entrepreneurship such as strategic renewal, spin-offs, entry mode and innovation (p.45). Hayton et al. (2002) have noted that only one empirical study of Morris et al. (1993) directly addresses the important association between national culture and corporate entrepreneurship at that time. Morris et al. (1993) hypothesise that at the extremes of the individualism–collectivism continuum, there will be relatively low levels of entrepreneurship. These authors, Hayton et al. (2002) maintain, propose that at moderate levels of individualism, corporate entrepreneurship will be highest, which is supported by their results in samples of firms in the United States and South Africa, but not in the highly collectivist culture of Portugal (Hayton et al., 2002, p.45).

In line with the above thinking, it could be suggested that factors influencing corporate entrepreneurship in the UAE are different from those identified in the Western world or developed countries. Taking into consideration that the UAE is a monarchy based on the traditions of Islam, and where the economic activity is heavily dependent on expatriates and oil production, Sikdar and Vel (2011) call for further investigation that would take into consideration these factors (p. 78–79). Based on Hofstede's (1980) theory of four cultural dimensions, Zeffane (2014) claims that countries in the Middle East have been historically known as societies with a collectivist culture (p. 279). As part of the region, the UAE has experienced significant economic growth supported by ambitious entrepreneurial programmes developed by the government in the spirit of modernisation. However, the demographic imbalance shaped by the country's labour economics creates a number of constraints for entrepreneurship on the corporate level (Sikdar and Vel, 2011). Navigating



through complexities in laws, cultures, languages, ethnicities and customs is a daunting task for UAE companies trying to develop their business ideas in the organisations' mosaic of cultures (Campante and Yanagizawa-Drott, 2013; Miniaoui and Schilirò, 2017).

At an organisational level, Waisfisz (2015) defines culture as 'the collective programming of the minds of group members by which one group distinguishes itself from other groups'. Elaborating on Hofstede's model (1980), Waisfisz (2015) reports that cultural differences amongst employees are found on the level of organisational culture. He suggests that 'organisational culture is determined by the personalities of the employees, yet the culture is not the sum of all those individual personalities' (Waisfisz, 2015). Moreover, as Walrave, Gilsing and De Jager (2010) emphasised regarding organisational culture as 'the key feature to corporate entrepreneurship' (p.61), this elucidates Waisfisz's (2015) views on culture as an 'enabler of innovation'. From their research of high-tech companies located in the Netherlands, the authors draw the fundamental conclusion that CE is likely to change during the innovation process, and reveal that a careful balance between creativity and discipline is central to CE culture.

Following Waisfisz's (2015) suggestion to view culture as the 'enabler of innovation', Kanna (2010) coins a new term of 'flexible citizens' describing the shifting of young Dubai professionals between different scales and cultural worlds in constructing their identities (p.101). Having conducted his extensive research amongst employees of Tecom (one of the largest multinational corporations (MNCs) in Dubai), Kanna (2010) has come up with interesting findings that companies' emphasis on entrepreneurialism, individualism and cultural flexibility 'entails not a rejection of traditional patriarchal structures but a reinterpretation of them' (Kanna, 2010, p.102). The author has observed that employees of Dubai MNCs frame their values according to individual merits, entrepreneurialism and willingness to self-improve. Kanna (2010) concludes that in the near future 'flexible citizens' will remain an important social base in the UAE business environment. These findings have been extended by Tipu and Ryan's (2016) research that reveals specific insights into the UAE national youth as a critical mass for new venture creation and economic development which 'potentially facilitate the government to achieve the balance between public sector employability and self-employment contributions in the private sector' (p. 611).

### 2.4.2 Internal Organisational Factors

The amount of research on corporate entrepreneurship has increased in the past several years, and specialists in policy have long considered the relationship between corporate entrepreneurship properties and the internal characteristics of the firm. The literature in this area makes it clear that three factors – management support, organisational structure, and rewards and resource availability are important antecedents in the development of entrepreneurial behaviour (Kuratko et al., 1990; Covin and Slevin, 1991; Zahra, 1991; Knight, 1997).

Author/ Date	Internal Factors				
	Work Discretion/ Autonomy	Management Support	Rewards and reinforcements	Time Availability	Organisational Boundaries/ Structure
Kuratko, 1990, 1992 Morris et al., 2010	Degree of employee autonomy in making decisions regarding their work	Management support for generating new, creative ideas, CE projects to awaken entrepreneurial spirit within organisation	Based on results, emphasis on individual responsibility	Sufficiency of time to work on developing novel ideas and implementing projects	Avoid standard operating procedures; reduce dependence on narrow job description, rigid performance standards
Hornsby et al., 1999;  Hornsby et al., 2002	Managers' commitment to tolerate failure, provide decision-making, delegate authority	Willingness of managers to facilitate and promote entrepreneurial behaviour	Reward-based performance, highlight significant achievements, encourage challenging work	Evaluate work load, to assure time to pursue innovation and structuring jobs to achieve short- and long-term goals	Outcomes expected from organisational work, mechanism to evaluate, select and use innovations

**Table 2: Internal factors** (Developed by Author)

However, some authors such as Lumpkin and Dess (1996) argue that five dimensions should be used to measure the entrepreneurial environment, namely, autonomy, competitive aggressiveness, proactiveness, innovativeness and risk-taking.

More recently, Hornsby et al. (2002) have measured five antecedents influencing middle-level managers' entrepreneurial behaviour: management support; work discretion/autonomy; rewards/reinforcement; time availability; and organisational boundaries or structure which are used in this study to assess as internal organisational factors in order to assess corporate entrepreneurship (see Table 2).

### *Management Support*

Emphasising entrepreneurship as organisational behaviour, Slevin and Covin (1990, 1991) include risk-taking, proactivity and innovation as the part of an organisation. Based on the situation General Motors faced in the late 1970s, Slevin and Covin (1990) have concluded that management support and autonomy help the company to become more entrepreneurial in response to a hostile environmental context (p.46). The issue of creating the right environment for developing a climate for intrapreneurship appears again in management support and fostering entrepreneurial spirit (Hisrich, 1990; Hornsby et al., 2009; Burgess, 2013; Kuratko et al., 2014; Kuratko and Morris, 2018). Most of the researchers agree that one of the keys to nurturing the entrepreneurial climate in companies is management support which requires the physical presence of top management as well as making sure the personnel and financial resources are readily available, without which a successful intrapreneurial environment cannot be created (Hisrich, 1990). Hornsby et al. (2009) have found a positive relationship between managerial support and entrepreneurial action, and proposed that managers of different levels have different roles that provide more or less the structural ability to implement entrepreneurial ideas (p.237). Depending on managers' expert knowledge, experience and internal conditions, distinct entrepreneurial roles are identified as the innovator, risk-taker and facilitator of organisational learning (Burgess, 2013, p.194). Kuratko et al. (2014, p.39) and Kuratko and Morris (2018, p.50) support these views, suggesting that one of the manager's controllable areas of corporate entrepreneurship is creating a work environment which is highly conducive to innovation and entrepreneurial behaviours.

### *Work Discretion/Autonomy*

Matching the internal characteristics of the firm with their effect on managers' behaviour and strategic choices, Anderson and Paine (1975) have developed a perceptual model which

contributes to understanding the internal environment and the strategy decision-making process. Policymakers in firms with entrepreneurial mode take action to reduce uncertainty and may require some tough divestiture decisions (p.821). Krueger and Brazeal (1994) have also noted that ventures require ‘perceived feasibility’ which involves providing opportunities for managers ‘to try their wings’ at running an independent project or existing entrepreneurial vehicles for channelling innovation and entrepreneurship (p.100). Although each project’s potential is submitted to rigorous evaluation criteria, the employee has full autonomy over its evolution and development (Brazeal, 1996, p.56). Emphasising the managers who are heads of autonomous business units, Brazeal (1996) claims that they do have a greater than average degree of independence and autonomy in decision-making that is a characteristic of entrepreneurs within established organisations (p.60). Hornsby et al. (1999) stress that the main focus is on implementing entrepreneurial ideas: with or without official approval. However, based on four case studies, Bruining et al. (2004) criticise work autonomy where financial risks increase after a company becomes independent.

Despite managers experiencing more immediate freedom and independence, which enables more flexible decision-making and more delegation, Bruining et al. (2004) suggest ‘interactive control systems’ which allow new strategies to emerge as well as searching and learning for new opportunities and threats. It seems Belousova et al. (2010) do not support Bruining et al.’s (2004) assertion, and citing Van de Ven and Garud (1993), suggest that the trial-and-error nature of a continued entrepreneurial process leads both to reformulation of the project’s design, and to multiple refocusing of the new venture’s business model during its development (Belousova et al., 2010, p.7–8). Corporate entrepreneurship enhancing role of flexible or autonomous decision-making is confirmed also by Alpkkan et al.’s (2010) and Jabeen and Faisal’s (2018) recent empirical studies. Their findings show that work discretion is negatively effective on innovative performance probably because of the overshadowing effects of management support and tolerance for risk-taking as the strongest drivers of innovativeness. Although Emirati society is still described as traditional and patriarchal with an obvious gender imbalance, Emirati female-owned businesses contribute nearly US \$3.6 bn to the country’s economy (Jabeen and Faisal, 2018). According to Zeffane (2014) and Jabeen and Faisal (2018), female entrepreneurs exhibit a low level of autonomy and risk aversion comparatively to their male counterparts. The authors affirm that sociocultural norms and

low confidence levels accompanied by fear of failure and appearing unsuccessful are the key restraining factors of UAE women in entrepreneurship.

### *Rewards and Reinforcements*

An investigation of the motivational determinants which produce a risk functioning individual willing to deal with uncertainty has been conducted by Palmer (1971). The author argues that an individual may confidently strive for entrepreneurial achievement in one situation, and become a passive participant in another. Palmer (1971) concluded that the need for achievement and rewarding outcomes are the consistent components of entrepreneurial function and stem from various cultural beliefs, values and ideologies. Large companies do not have to make their innovators millionaires, but rewards should be visible and significant (Quinn, 1985, p.83). The culture of innovation is a top-down process and must be allowed at every level of corporation (Fry, 1987). Hiring intrapreneurs, the management must understand that intrapreneurs want to change things, spend money, think long-term, challenge authority, and require the freedom, time and money necessary for long-term projects. Based on the 3M approach, Fry (1987) emphasises that the chance to make something happen is often more important to intrapreneurs than the conventional motivations of money and power (p.4). Sathe (1989) warns that using large financial incentives as the potential reward can create internal inequity leading to 'functionalisation, jealousy, and even sabotage in the pursuit of the entrepreneurial venture' (p.21). Instead, he suggests encouraging entrepreneurship with mild financial inducements and strong company recognition in that order.

To avoid the danger of extrinsic motivation that drives the search for and the commitment to new opportunities, Sathe (1989) emphasises the intrinsic motivation arising out of a real conviction about the attractiveness of an opportunity (p.26). In this regard, Jennings and Lumpkin (1989) emphasise the rewards and reinforcements in terms of not penalising managers if risky projects fail but, on the contrary, to encourage risk-taking and developing skills that translate ideas into action (p.492). Krueger and Brazeal (1994) support Sathe's (1989) notion regarding extrinsic and intrinsic rewards for potential corporate entrepreneurs. The findings of their research clearly show that entrepreneurial desirability increases through intrinsic rewards such as the visible role of an entrepreneur as a community member who is being seen to benefit their communities, not as exploiting them (Krueger and Brazeal, 1994,

p.100). By encouraging entrepreneurs to work full-time on their projects and receiving a cash bonus based on the project's contribution to profit, Krueger and Brazeal (1994) believe that this is a tangible and direct message to express how entrepreneurship is valued and important for the survival and success of the organisation (p.101). A few years later, numerous studies (Hornsby et al., 2009; Burgess, 2013; Kuratko et al., 2014) have identified 'reward and resource availability' as a principal determinant of entrepreneurial behaviour.

### *Time Availability*

Time represents a major cultural phenomenon, and time management is both an individual attribute and an integral component of the organisation's system (Sethi, 1974, p.12). Sethi (1974) argues that time availability enables executives to take their attention off routine-type work and focus on the more creative and intellectual aspects of their jobs directed towards visionary, long-range and creative functions. Phillips (1988) juxtaposes traditional time management to the new one. Realigning corporate values with time management, Phillips (1988) emphasises a combination of the 'master list' which is linked to corporate values and enhances creativity and innovation with the daily 'to-do list' (p.76). Seeing time as an organisational resource, Hornsby et al. (1993) suggest that to foster new and innovative ideas, organisations must moderate people's workloads in order to provide them with the time to incubate those ideas (p.32). Following Hornsby et al.'s (1999) classification of internal factors, Bhardwaj and Momaya (2006) have developed a conceptual model where time availability is viewed as a competitive process which is intrinsically connected with competitive assets and competitive performance. However, the findings obtained after testing the model have not demonstrated a strong correlation between the number of ideas generated in an organisation and time spent on entrepreneurial ideas (Bhardwaj and Momaya, 2006).

The same results were reported by Hough and Scheepers (2008). The authors claim that in the entrepreneurial work environments, employees are allowed to conduct creative, entrepreneurial experiments in a limited portion of their work time, and hypothesise that time availability is positively related with innovativeness and proactiveness. However, after an extensive correlation analysis, the findings do not support a positive relationship between time availability and innovativeness and proactiveness, and researchers explained it by a possible bias in data or measurement (Hough and Scheepers, 2008, p.20–22). It is worth mentioning that despite time availability being needed to pursue innovations as short- and

long-term organisational goals (Ireland et al., 2006; Kuratko et al., 2014), having too many resources could also be an obstacle because employees with plenty of time and money to get results will lose their direction, creativity and motivation (Walrave et al., 2010; Birkinshaw and Caulkin, 2012; Kuratko et al., 2017; Hughes and Mustafa, 2017).

### *Organisational Boundaries/Structure*

One of the most common internal factors which supports CE is organisational structure. Structure divides tasks and provides coordination, exchanges specialisation and integration, decentralises and recentralises (Waterman et al., 1980). Structural context, introduced by Burgelman (1983c), refers to various administrative mechanisms, and aims to keep strategic behaviour at operational levels in line with the current strategy (p.1350). Burgelman (1983c) describes structural context as ‘a selection mechanism’ where ‘errors’ in induced strategic behaviour are eliminated by the structure and the system continues to operate according to its current strategy. Based on the early studies of Jelinek (1979), who views administrative systems as a continuous basis for organisational learning, Burgelman (1983b, c) notes that administrative systems embody the results of past learning and can impede learning in new directions. This assertion is consistent with Burgelman’s (1983b, c) statement that only induced strategic behaviour takes place in the structural context where no radical innovation is likely to happen.

Quinn (1985) has conducted extensive research worldwide for more than two and a half years. Having investigated large US, Japanese and European companies, Quinn (1985) has identified a number of critical characteristics of the most innovative large companies. He concluded that keeping the total organisation flat and project teams small, organisations require only two layers of management to maintain the span of control, as jeopardy to ‘kill a project’ multiplies as management layers increase (p.78). Quinn’s (1985) findings are in line with Slevin and Covin’s (1990) implications for the entrepreneurial style of an organisational structure. In their research, the co-authors juxtapose the mechanistic structure of an organisation to an organic one. They emphasise that organic organisation is more adaptable, more openly communicating, more consensual, and more loosely controlled (Slevin and Covin, 1990, p.44). According to Slevin and Covin (1990), an effective entrepreneurial firm maintains an organic organisational structure with a free flow of information and high levels of adaptability and flexibility (p.48). They define organisational structure as the relationships

of authority within an organisation which have a major impact on an organisation's entrepreneurial activity (Covin and Slevin, 1991).

Hornsby et al. (1993) highlight organisational boundaries as both real and imagined, and which prevent people from looking at the organisation from a broad perspective (p.32), which may lead to organisational inertia and an inability to compete effectively in the marketplace (Brazeal, 1996). Structure cannot be at one level or place in an organisation. It is ingrained as a part of organisational being and is reflected across a 'pro-entrepreneurship organisational architecture'; that is, organisational context which encourages entrepreneurial behaviour (Ireland et al., 2003). Logic dictates that executives with an entrepreneurial vision favour structures that promote the realisation of that vision, and this has been linked to innovation activity. According to Ireland et al. (2009), the single aspect of structure that best defines entrepreneurial organisations is structural organicity which is consistent with Slevin and Covin's (1990, 1991) findings which demonstrate the empirical linkages between structural organicity and the tendency of an organisation to exhibit entrepreneurial behaviours. The results of Slevin and Covin's (1990, 1991) and Ireland et al.'s (2003, 2009) findings are supported by Van Wyk and Adonisi (2012) who reveal that formal structures that support flexible reactions foster corporate entrepreneurial actions, whilst strict, rigid, inflexible structures inhibit corporate entrepreneurial behaviour. The researchers have concluded that management should note that inflexibility implicated the organisational boundaries significantly negatively relates to formality, but is positively related to authoritarianism (Van Wyk and Adonisi, 2012, p.74).

#### *2.4.3 Summary*

This section has summarised the literature on culture and internal organisational factors. The literature suggests that national culture plays an important role in predicting the behaviour of individuals whose cultural norms are the main determinants of their behaviour. Understanding the cultural context becomes pivotal due to cultural attitudes towards entrepreneurship. The literature suggests that there is an important association between national culture and corporate entrepreneurship attributes such as strategic renewal, spin-offs, entry mode and innovation. Although the literature suggests that organisational culture is strongly influenced by national culture, corporate entrepreneurship undergoes various processes that are specific for one country but that could present no significance for another.



The literature in this area highlights the centrality of internal organisational factors as important antecedents for corporate entrepreneurship. Five major internal factors have been mentioned which should be used to measure the entrepreneurial environment. Each of the internal factors may have different levels of correlation with corporate entrepreneurship and present a unique combination of features and characteristics attributed to different degrees in the corporate entrepreneurial environment.

## **2.5 The Literature on Middle Management**

Within the growing body of literature on corporate entrepreneurship, the role of middle managers' entrepreneurial behaviour is presented as an important factor initiated by companies for the purposes of prosperity, flourishing and acting in innovative ways. As the literature on CE continues to develop, understanding of the entrepreneurial process from the middle managers' perspective is pivotal in order to influence the success of their entrepreneurial activity. The most successful organisations have recognised the importance of reconciling or balancing seemingly conflicting tensions, and developed organisational ambidexterity to enhance their competitiveness in a dynamic environment. This section addresses organisational ambidexterity as the capacity to simultaneously achieve balance between contradictory demands. It highlights middle managers' conductive role between top and lower-level management, describes two types of their opposing behaviour, and outlines middle managers' perception of internal organisational factors that influence their entrepreneurial behaviour.

### ***2.5.1 Middle Managers as the Conduit between Top and Lower-Level Managers***

A number of influential researchers (see Table 3) point out that middle managers are the key sources of innovative ideas and the locus of corporate entrepreneurship in an organisation (Kanter, 1985; Burgelman, 1983a, b, c, 1984; Pinchot, 1985, 1987; Kuratko et al., 1990, Kuratko and Hornsby, 2001). The literature describes corporate entrepreneurship as a process of renewal, corporate venturing, and exploitation of core capabilities, innovation promotion and knowledge acquisition. The identification of the strategic roles played by each level of management and the linking of them to corporate entrepreneurship processes was integrated by many scholars into theoretical models. Burgelman's (1983a, b) studies (elucidate the key role of middle managers in linking entrepreneurial behaviour at operational level with the

corporate concept of strategy. The findings of his studies suggest that ‘the motor of corporate entrepreneurship’ resides in the business-oriented initiatives of individuals at the operational levels of organisations. The model of Internal Corporate Venturing (ICV) that was developed by Burgelman (1983b) shows top management’s direct influence on structural context and corporate strategy. This influence is seen as a dominant force in the determination of structural context. Burgelman (1983b) emphasises that middle managers, as organisational champions, attempt to convince top management that the current concept of strategy needs to be changed in order to accommodate new ventures (p.238). However, these views have been opposed by Drucker (1988), who argues that in information-based organisations, a good deal of work is done by a working specialist who reports directly to the top manager, and there is little need for middle management. Drucker (1988) has studied a number of companies in different geographical locations, and the findings of his research present that the best large and successful information-based organisations have no middle management at all. Drucker (1988) warns, however, that in moving towards an information-based organisation of knowledge specialists, the job of how to actually build such an organisation is the managerial challenge for the future.

Author	Middle-level Managers	
	Role & Function	Entrepreneurial Behaviour
Burgelman, 1983a, b, c, 1984, 1991; Ren and Guo, 2011	Responsible for redirecting resources from existing operations towards entrepreneurial initiatives. Supporting autonomous strategic initiatives at the operational level.	To turn a new idea into a concrete new project in which technical and marketing development takes shape. Mobilise resources. They risk their reputations, careers being attracted by the perceived opportunity (autonomous strategic behaviour); issue selling (means of creating variation that contributes to organisational learning and survival).
Floyd and Wooldridge, 1999; Floyd and Lane, 2000	Most organisational knowledge flows through middle-level managers; strategic role conflict disrupts information exchange.	Efficiently deploy existing competences and the need to experiment with new ones. Champion new ideas, facilitate learning, synthesis and implementing, focus on communicating information between the operating and top level of management; motivate and inspire.
Dutton et al., 1997	Play a critical role in the fast strategic decision-making process; call attention to strategic issues; provide decision makers with much needed information.	Issue selling; upward influence (attempts by subordinates to attain compliance and rewards from supervisor)
Mair and Rata, 2004	Stimulating and sustaining CE; championing and presenting alternatives	Stimulate entrepreneurship across hierarchical levels; facilitates the flow of know-how between

	to top management; leader, broker, businessman, architect.	business units, exchange ideas in and outside the organisation; identify and pursue innovative ways to do business, pursue market opportunities; renew and reorganise structure and processes to enable entrepreneurship at all levels.
Varma and Gopinathan, 2012	Strategy building and delineating for new business activities; to establish a link between technical requirements and customer needs, strategically forcing the idea for adoption.	Develop conducive environment of trust; leveraging innovation; create wealth for organisation; look for innovative methods to rejuvenate the existing business.
Kuratko et al., 2005; Kuratko, 2013	Change agents and promoters; convert malleable entrepreneurial opportunities into initiatives that fit the organisation; convert the entrepreneurial concept into reality.	Endorse, refine and shepherd entrepreneurial opportunities; identify, acquire and deploy resources

**Table 3: Middle managers’ function and entrepreneurial behaviour** (Developed by Author)

On the other hand, creating ‘a strategic knot’ that binds the two processes of knowledge creation – tacit and explicit – involving top management and front-line employees, Nonaka and Takeuchi (1995) emphasise the central role of middle managers which through ‘an integration of top-down and bottom-up management models enables the creation and accumulation of knowledge at the individual level’ (Nonaka and Takeuchi, 1995, p.2). A large-scaled field study has been conducted by Spreitzer and Quinn (1996) in the Ford Motor Company. The co-authors have developed a Model of Middle Managerial Change which suggests that middle managers become more transformational leaders of change and shift away from their traditional role of transactional managers when shaped by both individual mind set and organisational context.

These various managerial perspectives lead to a richer understanding of the research conducted by Dutton et al. (1997) that supports integration between top management and bottom management, focusing on middle managers’ pivotal role in detecting new ideas and proposing and defining issues for top managers using upward influence processes (p.407). Floyd and Lane (2000) argue that middle managers encourage experimentation with new skills and exploration of new market opportunities. They observe middle managers’ role in business organisations and conclude that middle management focuses on communicating

information between the operating and top levels of management (p.158). These findings corroborate and extend the findings of Burgelman's (1983a) research. They confirm the link between initiatives of lower-level managers delineated by middle-level management, and final retroactive rejection or rationalisation of those initiatives by top management which is outlined by Burgelman (1983c) as *organisational championing* activities conducted by middle management. Taking into consideration that an exacerbation of top management control can inhibit innovation, and thus the entrepreneurial milieu may be stunted, Ou et al. (2017) warn that the loss of middle managers' human and social capital can threaten strategy implementation, and assert that 'top management in organizations must effectively retain middle managers who are central linking pins in strategy processes (p.1915).

An in-depth examination of several large companies suggests that middle management is fertile ground for creative ideas about how to grow and change a business (Huy, 2001). In examining the role of middle managers, Kuratko et al.'s (2005, 2017) research is consistent with Spreitzer and Quinn's (1996) findings, and highlights middle-level managers' work as change agents and promoters of innovation which is facilitated by their organisational centrality (p.278). According to Kuratko et al.'s (2005, 2017), the synthesising and facilitating role of middle managers lies in sharing information, and is expressed through the categorising and 'selling of issues' (Dutton and Ashford, 1993) to upper-level management.

In recent past years, the UAE 'has always stressed economic, technological and human development and innovation as the foundation for sustained progress and prosperity', as H. H. Sheikh Nahyan bin Mubarak Al Nahyan, Minister of Culture, Youth and Social Development, said on 7 March 2015, at the Grand Hyatt Hotel in Dubai in a key note speech on the occasion of The 6th Annual Alumni Homecoming event of the University of Dubai (<http://www.albawaba.com/business/pr/university-of-dubai-alumni-666514>). In a very short time, the leaders of the country have guided the United Arab Emirates to a prominent global position by developing a knowledge-based economy and society. However, it is worth mentioning that because of the diversity of interests and cultural backgrounds of middle managers, many firms face the difficulty of retaining the middle management layer. This results in an inability to build long-term relationships and trust because of a high turnover of managers and employees resulting from a turbulent labour market (Rettab et al., 2009).

Moreover, in the Arab milieu, building relationships prior to business transactions often results in *wasta*. According to Hutchings and Weir (2006), '*wasta* involves a protagonist intervening on behalf of a client to obtain an advantage for the client, such as a job, a government document, a tax reduction, or admission to a prestigious university.' Their study suggests that international managers are to place their efforts on cultivating strong business connections rather than to invest their time and resources on product/service delivery because an organisation wins the deal when it has the strongest *wasta* connections (Hutchings and Weir, 2006). Organisations in the UAE react differently to innovation and business process reengineering. Hesson (2007) has conducted research in the UAE public sector, and emphasises that if the top management of a firm feels that projects are successful at the present time, they usually reject the idea of renovating business. Although top managers are concerned with strategy-making for the firm, 'issue selling' is an important mechanism for creating change initiatives in organisations (Dutton et al., 1997). It is clear that this statement corroborates with Ren and Guo's (2011) assertion that middle managers are critical to corporate strategy formation and provide 'the impetus for new opportunities from lower organisational levels and make them accessible to top management' (p.3).

### ***2.5.2 Middle Managers and Two Types of Strategic Behaviour***

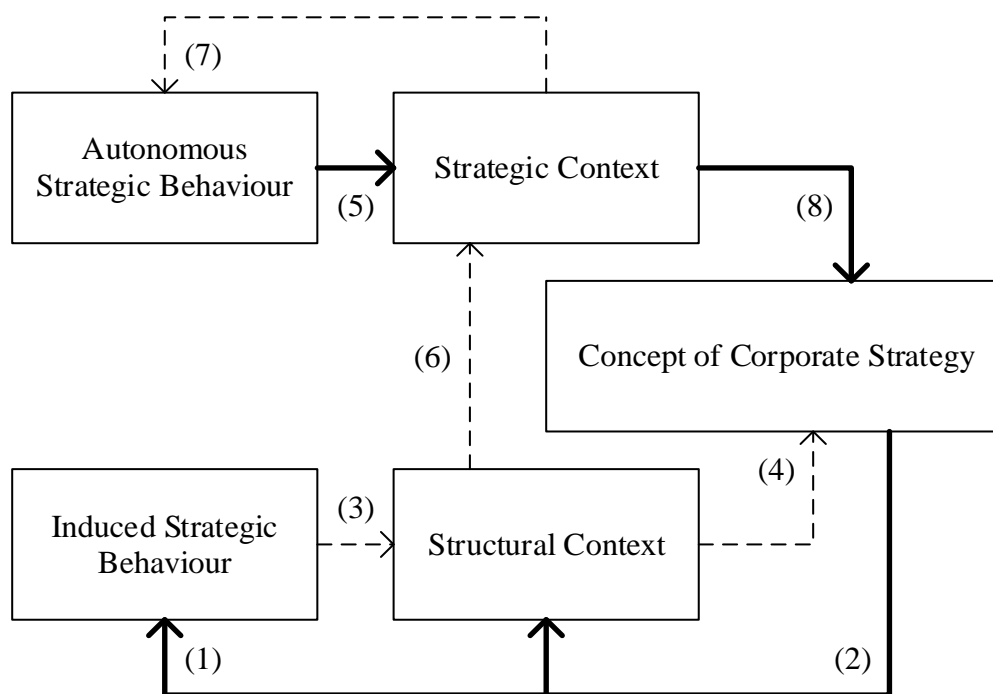
A growing body of empirical evidence of a positive relationship between corporate entrepreneurship and company's performance seems to be linked to the warranted executives' interest in CE. The problem for practising executives is in that pursuing CE, they need to identify key entrepreneurial behaviours, indicating the shift from an administrative bureaucratic environment to more entrepreneurial priorities. Stevenson (1983) conceptualises entrepreneurship as opportunity-based management behaviour. He describes entrepreneurial behaviour and administrative behaviour as the two extreme opposites of an entrepreneurship continuum. Burgelman (1983a, b, c) asserts that CE has considerable importance in terms of strategic behaviour. To remain adaptive, companies have to find an appropriate balance between induced and autonomous behaviour that is grounded in organisational antecedents of middle-level managers' entrepreneurial behaviour (Burgelman, 1983a, b, c, 1984; Kuratko and Hornsby, 1999; Hornsby et al., 1999; Hornsby et al., 2002; Kuratko, 2017). According to Burgelman (1983a), the model (Figure 2) illustrates the success of an entrepreneurial effort that depends on middle managers' *autonomous strategic behaviour* to define new

opportunities and to convince top managers to support them. In order to rationalise opportunities that already exist within businesses, *induced strategic behaviour* is consistent with the strategic planning system of the firm and follows corporate strategy. Maintaining a balance between these two fundamentally different types of strategic behaviour is a major challenge to strategic management practitioners. However, Burgelman (1983a) argues that the autonomous strategic behaviour identified in the model is linked to the *strategic context*, and as the major source of strategic renewal, it reflects the efforts of middle managers to formulate workable, attractive strategies for the new business development, and assess entrepreneurial proposals (Canales and Caldart, 2017, p.1–2; Mirabeau and Maguire, 2014, p.1210). Burgelman (1984a, b) claims that entrepreneurial proposals typically are based on new combinations of firms' existing capabilities and this may provide new business opportunities, which are often based on knowledge and technology remaining unused in the company. On the other hand, identifying opportunities presented by the current corporate strategy, induced behaviour is shaped by the current *structural context*. It exists within the strategic planning system of a firm and emerges around development of projects, markets and investments for existing businesses (Burgelman, 1983a). Burgelman (1984a, b) emphasises that in order to make business successful, middle managers in the firms with induced strategic behaviour understand what is required for corporate development needs and maintain an element of creative independence.

The literature suggests that selecting an idea or environmental opportunity depends on an individual ability to search out and use environmental information. Gartner (1985) has developed a framework that describes the phenomena of a new venture creation. Analysing a four-dimensional framework (individuals, environment, process, organisation), Gartner (1985) emphasises the necessity of individuals combining their abilities in teams in order to provide the growth and success of the project.

A different phenomenon has been examined by Moore (1986) who looks at entrepreneurship within a corporation. Moore (1986) suggests a model that details the effects of relevant individual, environmental, innovation and organisation characteristics at each stage of the entrepreneurial process, and provides a theoretical basis as to why there is a lack of prediction of entrepreneurial behaviour. Gartner's (1985) and Moore's (1986) models seem in agreement with Burgelman's (1983a) framework that is based 'on a variation-selection-

retention framework wherein entrepreneurial initiatives are seen as competing within an intraorganisational ecology' (Floyd and Wooldridge, 1999, p.124). Floyd and Wooldridge (1999) emphasise the purposeful behaviour of individuals as central to the definition of CE, and elucidate that the process begins with autonomous activities at the middle and operational level of the firm, and top management ratifies the outcome of this process, retaining the venture within the organisation as part of official strategy (Ou et al., 2017). Zahra et al. (1999) claim that autonomous strategic behaviours can lead to incremental improvements in the firm, and engage in a frame-breaking learning, creating new knowledge which can be used to maintain, extend and build firms' competencies (p.177). Zahra et al.'s (1999) study is consistent with Eisenhardt and Martin's (2000) research which is focused on firms' dynamic capabilities. Mirabeau and Maguire's (2014) and Mirabeau et al.'s (2018) research has extended precursory theory with regard to emergent strategy which originates as a project through autonomous strategic behaviour, and becomes realised through the strategic context to legitimate the project and alter structural context to embed it within organisational units, routines and objectives.



**Figure 2: A Model of the Interaction of Strategic Behaviour, Corporate Context and the Concept of Strategy** (Source: Burgelman (1983a))

Eisenhardt and Martin (2000) place their emphasis on organisational and strategic routines by which firms achieve new resource configuration. They point out the role of middle managers who reinforce their existing knowledge by extended experience that enables them to flexibly allocate resources to morph them into new processes, before the transition is recognised by top management. Jarratt and Fayed (2001) have conducted qualitative research amongst 48 business-to-business organisations in Sydney. Having presented evidence of two distinct approaches to planning, 'a traditional approach, where the corporate plan reflects an aggregate of functional plans, evolving through adaptive planning iterations and an alternative approach reflects movement away from the traditional functional foundations with planning being built around issues critical to business development' (p.65), the authors place responsibility for developing strategies, capability leveraging and competence diversification on the business unit management, emphasising middle management's increasing influence on strategic direction and supporting autonomous strategic initiatives. These findings are consistent with Jong and Hartog's (2007) study of two core innovative behaviours that reflect the two-stage process: idea generation and application behaviour. In Jong and Hartog's view, leadership is a subset of managerial activities, thus 'leader', 'manager' and 'entrepreneur' is used interchangeably in their paper. The authors point out communication as a key factor for addressing the balance between two types of behaviour which pave avenues for idea generation and the implementation of beneficial novelty.

To illustrate the distinction between the private and public sectors of the Gulf Cooperation Council (GCC) nationals' engagement in entrepreneurial enterprises, Singh et al. (2012) focused their research around six countries of the Persian Gulf. Under pressure to minimise recruitment and rationalise the workforce, companies are presented with the challenge to keep their employees motivated and engaged (Singh et al., 2012). The authors argue that businesses established by the older generation enjoy a monopoly of protection against domestic market competition and promote their own 'rent-seeking' behaviour. However, under recent government policies to foster entrepreneurialism amongst GCC nationals, the private sector already has a number of comparative advantages over the public sector. Thus, for example, GCC nationals, the majority of whom work in the public sector, report greater levels of self-efficacy, whilst private sector employees report greater satisfaction with growth and learning opportunities and a positive relationship with their immediate line manager (p.96). These results are consistent and corroborate the earlier findings of Kanna (2010)



whose research has contributed to an understanding of corporate initiatives and entrepreneurial dynamics within MNCs in Dubai. Singh et al.'s (2012) results are in line with Kanna's (2010) assertion that the private sector and zones of governmental exception create a self-image of organisations that value individuality and creativity, unlike the surrounding national and regional contexts, where states allegedly treat their people like numbers (p.112).

### ***2.5.3 Middle Management and Organisational Factors***

Despite the growing recognition of the role of middle managers in promoting and sustaining corporate entrepreneurship, the literature does not contain much information about the organisational internal factors that can influence middle managers to achieve this objective. An interesting twist is Stevenson and Jarillo's (1990) study of the relationship between entrepreneurship and broader fields of management such as corporate entrepreneurship.

The authors put at the core of corporate entrepreneurship, not only individuals who carry out entrepreneurial activities and their characteristics, but also the 'environment as motivator', which is more or less conducive to entrepreneurship. Fulop (1991) deconstructs Kanter's (1984, 1985) view on managing the environment through the current concepts of corporate strategy stating that corporate entrepreneurship is based on two levels: 'First, the power resources and skills needed by middle manager corporate entrepreneurs, and second, and more importantly, the integrative structures and practices required to promote organisation' (p.36). Fulop (1991) comes to the conclusion that 'the organisational environment or climate and the strategic decisions of top management make the biggest difference to the level of innovative managerial activity' (p.36). This assertion corroborates the point of defining and establishing factors which contribute significantly to a firm's corporate entrepreneurial activity. The interaction between individual personality and the environment is reflected in Hornsby et al.'s (1993) Interactive Model of Corporate Entrepreneurship Process. The model provides a framework describing the organisational and individual characteristics that lead to successful intrapreneurship. However, according to Ireland et al. (2009), the Hornsby et al. (1993) model is more limited in scope, focusing on what causes individuals to act intrapreneurially and does not focus on CE as an identifiable, distinct strategy (p.23).

A consistent message from certain theorists is that an internal organisational environment is an essential prerequisite for intrapreneurship, and Table 4 highlights key contributions to

existing debates. As Table 4 shows, corporate entrepreneurship scholars have sought to identify additional individual- and organisational-level factors retaining and sustaining CE.

Author/Date	Type of research	Summary of key contributions	Research gaps
Stevenson and Jarillo, 1990	Qualitative	Bridge the gap amongst definitions and focuses on: without an environment that fosters the detection of opportunities, no entrepreneurship will emerge; motivation to pursue opportunity, and its facilitation, influences the final outcome.	Detection of the opportunity, willingness to pursue it, confidence and the possibilities of succeeding.
Fulop, 1991	Qualitative	Identifies three approaches to corporate entrepreneurship and examines how each provides different views and prescriptions for the middle manager as corporate entrepreneur.	Identifying the nature of declining middle management skills and the opportunities emerging in areas such as radically decentralised organisations; general framework needed to reconcile differences and similarities on middle management level.
Hornsby et al., 1993	Conceptual	Proposes a model that provides theoretical framework for understanding the intrapreneurial process.	The components of the model provide a future research agenda for the field.
Krueger and Brazeal, 1994	Conceptual	Discuss antecedents of potential entrepreneurial event, and propose a model in light of supporting evidence from two different perspectives: corporate venturing and enterprise development. The model aims to infuse stagnant organisations with vision and perception of entrepreneurial feasibility.	Identification and examination of supply of potential entrepreneurs. Research of factors that contribute to the perception of entrepreneurial feasibility.
Dutton, J.E. et al., 1997	Qualitative	Examine what middle managers think about as they decide whether or not to sell strategic issues to top management. Identify themes that indicate a favourable or unfavourable context for issue selling. Identify factors that middle managers associate with image risk in the context of issue selling.	Factors that enhance selling ability, perceived urgency, and psychological safety which promote issue selling.
Marginson, 2002	Qualitative, longitudinal case study; exploratory	Theoretical model of the strategy process- MSC relationship, the study examines the nature and extent of this relationship at middle- and lower-management levels with	To research that ‘grass-roots’ activity is shaped by administrative controls; administrative systems to

		the particular focus on effects that develop new ideas and initiatives.	manage the tension between creative innovation and goal-related activity; beliefs systems and boundary systems to engineer organisational change and strategic climate.
Hornsby et al., 2002	Quantitative	Develops an assessment instrument called the Corporate Entrepreneurship Assessment Instrument (CEAI). CEAI diagnoses a firm's environment for corporate entrepreneurship, identifies areas where middle managers can make a significant difference, and develop strategies for CE. It can be useful in designing effective training programmes for middle managers.	Examining appropriate rewards and incentives, time available for employees to experiment and innovate, and the level of organisational support, more clearly measure factors that influence middle managers' corporate entrepreneurship efforts especially if there are significant differences between the levels of management.
Kuratko et al., 2005	Conceptual	The model integrates knowledge about CE and middle managers' behaviour. The model depicts antecedents of middle managers' entrepreneurial behaviour, its outcomes and factors influencing its continuity.	No linkage to strategic context; need to see CE as strategic construct.
Ireland et al., 2009	Conceptual	The model conceptualises CE strategy, integrates and synthesises its elements such as antecedents, elements of CE strategy and outcomes.	Identify samples of firms that exhibit strong entrepreneurial strategy; verify the presence and strength of entrepreneurial vision as a mindset.
Alpkan et al., 2010	Qualitative, cross-sectional, empirical	The study explores the impacts of the internal supportive environment for intrapreneurial activities on firms' innovative performance and the moderating role of human capital.	To enlarge the model with some control variables; more than one respondent may be contacted on the organisational level; some rational indicators of innovativeness collected from other sources; a longitudinal study needed to discover the long-term effects of climate on innovativeness.

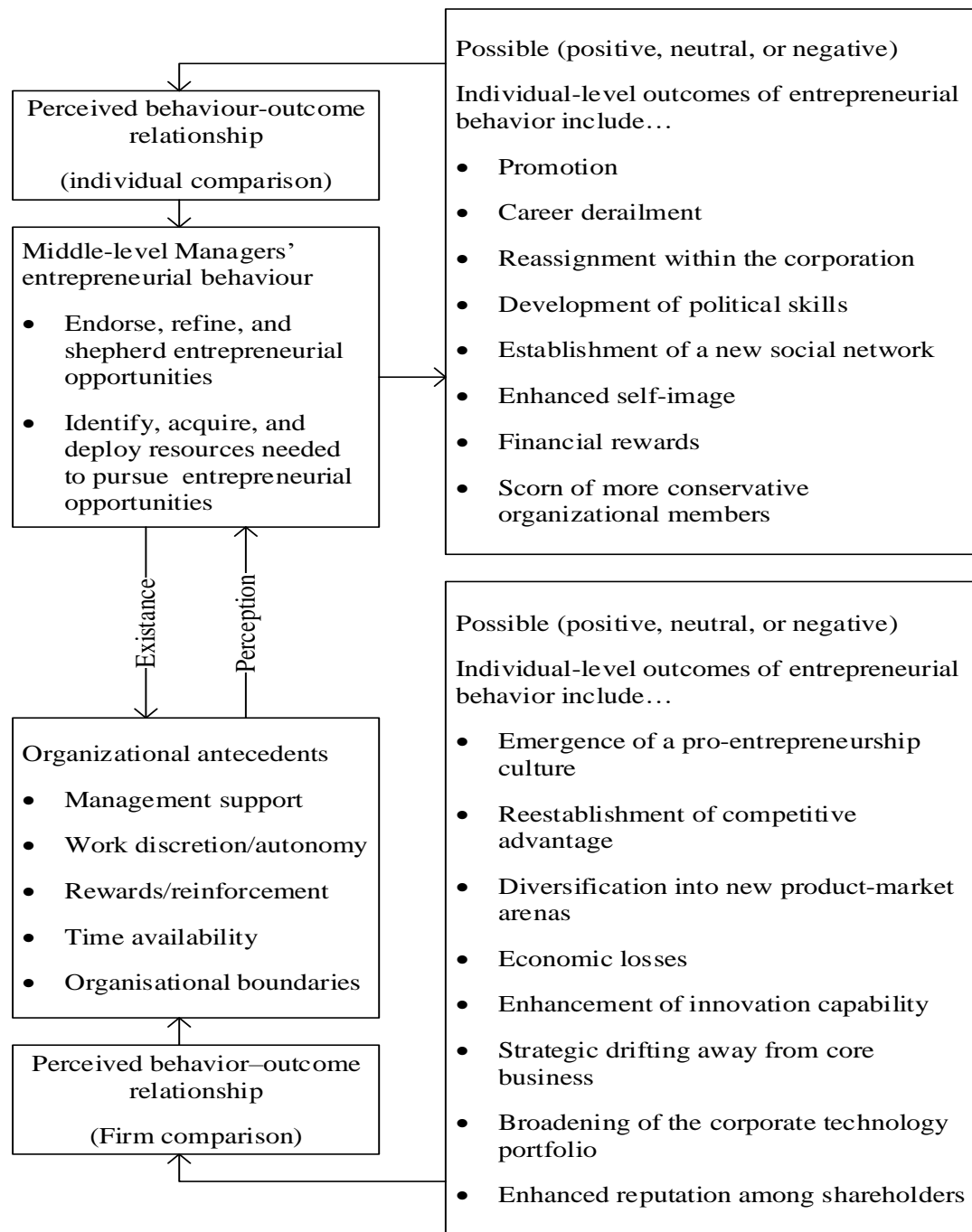
Antoncic, J.A. and Antoncic, B., 2011	Qualitative/ Quantitative	The study considers a number of employee satisfaction elements (general satisfaction with work, employee relationships, remuneration, benefits and organisational culture and employee loyalty) as a crucial antecedent of intrapreneurship. It builds a model of employee satisfaction-driven intrapreneurship and firm growth. The study develops and empirically tests a model.	Some other variables important to intrapreneurship and firm growth could also be included, such as the characteristics of Strategic alliances and networks, or the personalities of managers.
Hornsby et al., 2013	Conceptual	The research covers theoretical and empirical papers about the role of CE in the current organisational and economic context. It clarifies the theoretical boundaries of CE research: strategic entrepreneurship and corporate venturing.	To explore the direct, indirect or moderating effect of macroeconomic conditions on CE; to explore levels of entrepreneurship on country, organisational and individual level.
Kuratko et al., 2014	Qualitative	The research identifies and measures five dimensions of the internal environment using CEAI.	The CEAI as an instrument can be combined with other measures to explore questions surrounding entrepreneurial behaviour in established organisations.

**Table 4: Key contributions to different factors facilitating CE** (Developed by Author)

From Krueger and Brazeal's (1994) perspective, providing an environment congenial to creating potential entrepreneurs requires the ability of top management to visibly support perceptions that entrepreneurial activity is both desirable and feasible. The significance of this connotes to a nutrient-rich environment that encompasses structures, reward systems and support mechanisms that collectively reinforce values and norms favourable towards entrepreneurship and innovation (Krueger and Brazeal, 1994, p.100). Furthermore, Dutton et al. (1997) have replenished the research with factors contributing to the favourable and unfavourable contexts for 'issue selling' that produce encouraging efforts of middle managers for decision-making processes. This is particularly done with Marginson's (2002) assumptions about administrative boundary control systems. Marginson (2002) suggests that hierarchical administrative control systems establish subordinates' specific role, skills and management potential, whilst boundary systems are conceptualised as 'belief systems' and

prescribed by top management as the firm's strategic purpose. The findings of the research reveal that both systems shape the nature and extent of individual contributions to a company's strategic agenda (Marginson, 2002, p.1025).

Primarily, a firm's environmental intricacy arises from the level of understanding of middle managers and their perceptions about the internal corporate environment which is crucial to initiating, nurturing and facilitating any entrepreneurial process. For the purpose of understanding how much weight middle managers place on internal organisational factors which can stimulate or stifle corporate entrepreneurial efforts, Hornsby et al. (2002) have developed an assessment instrument called the Corporate Entrepreneurship Assessment Instrument (CEAI).



**Figure 3: A model of middle-level managers' entrepreneurial behaviour** (Source: Kuratko et al. (2005))

It appears that the writings discussed above converge on five internal organisational factors (see Tables 2 and 4) outlined by Hornsby et al. (2002).

Being developed as a diagnostic tool to assess the corporate environment, CEAI pre-empted the analysis of the five internal factors as an important step towards understanding what spurs on middle managers to foster CE within established companies. In the same vein, Kuratko et al. (2005) has proposed a model (Figure 3) that depicts middle-level managers' entrepreneurial behaviour and the internal antecedents that influence the outcomes of that behaviour and determine whether or not it goes forward successfully.

Some critics may suggest that the model (Figure 3) represents the extended version or variation of Hornsby et al.'s (1993) model which perpetuates individuals' and organisations' assessment of entrepreneurial outcomes, and focuses more on internal antecedents as key determinants for middle managers' entrepreneurial behaviour. This model attempts to elucidate the function of organisational antecedents and how they cause middle managers to behave entrepreneurially. The model identifies entrepreneurial behaviour both at the level of the individual and the firm by comparing outcomes for the two. It specifies determinants at the organisational level and emphasises their centrality, such that any changes in the internal environment may cause a misalignment of the company with its economic environment (Kuratko et al., 2005, p. 708). Despite its consistency with Table 3, which highlights: the importance of middle managers, their function, their domain of action and their responses to receiving information from experimentation at lower levels of management and then effectively communicating it to top managers (Krueger and Brazeal, 1994; Dutton et al., 1997; Kuratko and Audretsch, 2013), as with Hornsby et al.'s (1993) model, Kuratko et al.'s (2005) model, does not depict CE as a strategic construct (Ireland et al., 2009).

Given that the model focuses on middle-level managers as an important aspect of CE and deals with organisational antecedents, it does not clarify the linkage between internal factors and the strategic context of CE. Ireland et al. (2009) have contributed to the CE literature by developing a model, the focal point of which is integrating and synthesising the key elements within CE with CE strategy. In their model, the elements of an organisation's structure, culture, resources and systems are collectively defined as *pro-entrepreneurship architecture*, which connotes to the organisational context or an internal environment through which the entrepreneurial strategic vision is translated into specific entrepreneurial processes and behaviours.

Ireland et al. (2009) point out that CE strategy can be regarded as a specific type of strategy, and requires congruence between the entrepreneurial vision and the entrepreneurial actions that are facilitated through the existence of a pro-entrepreneurship organisational architecture (p.37).

Having explored the complementation between the intensity of organisational support and intrapreneurial activities on firms' innovative performance, Alpkan et al. (2010) suggest that if in an organisation the innovative performance is low, then either the quality of human resources or the level of the organisational support provided to these human resources should be increased. The authors recommend managers to invest in building such an organisational milieu where support and tolerance exist to a large extent, and the internal environment promises support and tolerance as a good remedy for fear when an innovative idea fails (Alpkan et al., 2010). It may be concluded from the above research that elements of organisational factors intertwine with elements of middle managers' satisfaction and may be important for the development of intrapreneurship (Antoncic, J.A. and Antoncic, B., 2011). Hornsby et al. (2013) have examined six papers authored by scholars from five countries focusing on the influence of the intrapreneurial experience on CE. The authors argue that organisations with entrepreneurial mindsets build strong human architectures. For example, management support, work discretion, a reward system, time availability and organisational boundaries, provide fertile environments to achieve their organisational objectives – innovation, renewal or corporate venturing. This indirectly generates a valuable experience in the employees to lead intrapreneurial activities (Hornsby et al., 2013, p. 298). Applying existing theories, Gast et al. (2017) emphasise knowledge spillover as an inherent internal factor that builds up networks conducive to entrepreneurship through learning the necessary skills, knowledge and expertise to recognise opportunities and start a new venture creation (p.279). As an organisation's internal environment for entrepreneurial activity remains critical for any corporate entrepreneurial strategy, Kuratko et al.'s (2014) study calls for an assessment of a firm's readiness for corporate entrepreneurship. This assessment incorporates CEAI as an instrument which helps executive managers to develop a well-planned corporate entrepreneurship strategy and operational procedures that are necessary to ensure the success of CE (p.44).



#### **2.5.4 Summary**

In this section, the literature review has pointed out a number of significant studies on how middle-level managers keep strategic behaviour in line with dramatic changes in the corporate strategy, and the impact of a firm's internal environments on intrapreneurial activities. The literature suggests that managing entrepreneurial behaviour in the internal environment of large established organisations requires an innovative approach. It is acknowledged that the determination of specific internal factors that differentially influence middle managers' entrepreneurial behaviour plays a crucial role in fostering CE as a strategic course for an organisation. A philosophy of risk-taking, proactivity and innovative behaviours is indicative of top management willingness to extend the autonomy and discretion of intrapreneurs in the structural and strategic contexts of an organisation. The study of middle managers' entrepreneurial characteristics and behaviours in firms from different countries suggests that internal factors have a profound influence on intrapreneurial initiatives though this differs geographically. Organisations that are disposed to enhancing feasibility, meaningfulness and desirability of CE through their values and visions are suffused with the entrepreneurial spirit and behavioural orientations. Organisations support innovation by creating specific new departments within the company to explore new ideas. Middle managers are still in a position to be the best decision makers for these ideas. It can be argued that middle managers are becoming more ambidextrous in looking after existing business whilst handling the flow of ideas from new creative departments such as R&D.

#### **2.6 The Literature Review Summary**

The literature review has covered the conceptual foundation of entrepreneurship, two types of entrepreneurial behaviour, culture and internal organisational factors, antecedents and the development of middle managers' entrepreneurial behaviour. The literature suggests that:

- a) Two schools of entrepreneurship – Austrian and Schumpeterian – are regarded as major schools today, and the controversy of definitions of corporate entrepreneurship and views on the entrepreneurial profile are rooted in the conceptual difference between these schools;

- b) Two types of entrepreneurial behaviour – induced and autonomous – is seriously considered by companies as a key determinant for seeking opportunities, new business venturing, growth and innovation;
- c) There is a strong link between entrepreneurial behaviour and internal organisational factors, and both are critical elements for corporate entrepreneurship;
- d) Due to globalisation, an understanding of cultural context and its impact on firms' entrepreneurial initiatives is of paramount importance;
- e) There is a relationship between internal organisational factors, structural systems and corporate entrepreneurship as a strategic focus of an organisation;
- f) Middle managers play a conductive role between top- and low-level management;
- g) Two types of middle managers' strategic behaviour are influenced by internal organisational factors, and the linkage suggests either continuity or discontinuity of intrapreneurial initiatives.

The model presented by Burgelman (1983a) proposes two types of generic behaviours – autonomous and induced – that lead to the redefinition of the corporation's internal environment. The area of the internal environment where middle managers' entrepreneurial initiatives arise is presented as tentative and ambiguous. Kuratko et al. (2005) modelled the organisational antecedents of middle-level managers' entrepreneurial behaviour, depicting both behaviours on an individual and firm level with the emphasis on the comparison of outcomes. It seems that by playing a conductive role between top- and low-level management, middle managers' entrepreneurial behaviour is strongly affected by the internal environment of a company. Therefore, it is reasonable to assert that the outcomes of such behaviours lead to either a company continuing to inject innovation through entrepreneurial initiatives, or it stays stagnant due to seemingly insurmountable obstacles. It follows that both types of behaviour are strongly affected by internal factors which are the key elements of corporate entrepreneurship. It seems likely that companies that do foster an entrepreneurial environment are more likely to develop innovative initiatives as a strategic construct to corporate entrepreneurship. Unfortunately, there is little basis for describing precisely how the internal organisational antecedents work in stimulating entrepreneurial behaviour. The literature suggests that an understanding of middle managers' entrepreneurial behaviour is crucial to the development of corporate entrepreneurship in business organisations.

Having reviewed an extensive body of literature and based on the above conclusions, it is plausible to suggest that although other factors have been broadly incorporated into existing organisational structures and processes, and are essential for organisational survival, ambidexterity reconciles two fundamentally opposing processes, is inherent to business success, and needs to be given great attention to address the balance between induced and autonomous entrepreneurial behaviour, thus forming the theoretical foundation of this research.

## **2.7 The Literature on Ambidexterity**

A recurring theme in a variety of organisational publications is that achieving balance between antithetical organisational processes is a key factor in developing firms' capacities to sense, seize and reconfigure organisational assets to change environmental conditions (Eisenhardt and Martin, 2000; Gibson and Birkinshaw, 2004; O'Reilly and Tushman, 2011).

### **2.7.1 *Exploitation versus Exploration***

The value of ambidexterity is embedded in the concept of ambidextrous organisations balancing 'dual structures' of *alignment* which refers to consistency amongst all organisational activities, and *adaptability* which refers to organisational capability to quickly reconfigure activities within the business unit to meet changing demands in the environment (Duncan, 1976; Gibson and Birkinshaw, 2004). Many organisational scholars traditionally view these two fundamentally different approaches to organisational learning as exploration and exploitation (Tushman and O'Reilly, 1996; Brown and Eisenhardt, 1997; He and Wong, 2004, Mom, Van Den Bosch and Volberda, 2007). *Exploration* is associated with organic structures and loose systems, rule-breaking and experimentation, autonomy and chaos (He and Wong, 2004). It implies innovative initiatives, risk-taking, capture existed and the discovery of new opportunities. *Exploitation* is related to mechanistic structures and tight systems, depending on rules and regulations, control and bureaucracy (He and Wong, 2004). It suggests the improvement and refinement of existing competencies, implementation and efficiency in stable environments, and an increase on the reliance of experience rather than experimentation and improvisation.

### ***2.7.2 Organisational Structures in Support of Innovation***

Extant research examining the impact of the organisational structure on innovation suggests a number of characteristics which often appear as the enablers of innovation (Waterman et al., 1980; Blackburn, 1982; Anderson and Paine, 1975; Slevin and Covin, 1990; Burgelman, 1991, 2002; He and Wong, 2004; Siggelkow and Rivkin, 2006; ; Smith et al., 2010; Turner et al., 2015; Lee et al., 2015; Saebi and Foss, 2015; Dunlap et al., 2016; Teece et al., 2016; Foss and Saebi, 2017; Carnes et al., 2017; Garcia, 2018; Haneda and Ito, 2018). In order ‘to reconcile the realities of organisational complexity with the imperatives of managerial control’ (Waterman et al., 1980, p.10), a plethora of studies undertaken in this domain emphasise the effects of team structure on innovation within the corporate entrepreneurship milieu ((Lee et al., 2015, p.87). It is unequivocal that a team-based approach has a positive effect on corporate entrepreneurship, facilitating intrafirm collaboration and creativity amongst employees, which is the key to innovation (Sethi, 2000; Troy et al., 2008; Lee et al., 2015). As mentioned previously, a multitude of research literature explains the effect of the team structure on innovation. Frequently derived from new combinations of resources and capabilities, autonomous initiatives are undertaken by ‘some individuals or small groups...are likely to get their organisation to engage in activities that are outside of the scope of its current strategy’ (Burgelman, 1991, p.246).

Having examined Intel’s matrix structure, Burgelman (2002) asserts that various corporate functional teams are highly stable in cultivating expertise across the organisation and developing capabilities, whilst product groups responsible for profit and loss are constantly redefined to match the market’s volatile environment (p.19). To corroborate this, an aspect of balancing between functional teams and product teams dictates ‘a more continuous evolutionary process of balancing exploitation of available opportunities at a given time with preparing the ground for future growth opportunities’ (Burgelman, 2002, p.41).

Due to acclimatisation to technological advancement, the findings of previous research precondition the future magnitude of an ambidextrous leadership impact on teams’ innovation. Consistent with Dutton et al.’s (1997) middle managers’ function of ‘issue selling’, team innovation encapsulates teams’ capability to generate new ideas, and thus, being creative as well, to translate those ideas into practice, or in other words, ideas’ implementation which involves selling ideas to other persons or groups (Zacher and Rosing,

2015, p.56). Though a myriad of motives lie behind the reasoning of balance between exploration and exploitation within the corporate entrepreneurial dais, the central idea is that of an ambidextrous approach to two types of leadership behaviours – opening and closing – behaviours that are the predictors of team and individual innovation, where opening behaviour is related to ‘variation-increasing’ and experimenting, and closing behaviour is associated with ‘variation-reducing’ and setting specific guidelines for goal achievement activities (Burgelman, 1991; Zacher and Rosing, 2015).

Various theorists (Burgelman, 2002; Mom et al., 2007; Raisch et al., 2009; O’Railey and Tushman, 2011; Zacher and Rosing, 2015) have deliberated innumerable ways in which creative team members influence an organisation’s ability to promote radical innovation through organisational learning. The early studies’ notion that administrative systems represent a continuous basis for organisational learning (Jelinek, 1979) is refuted by later Burgelman’s (1983b, c) and Quinn’s (1985) research which state that past learning can impede learning in new directions, and organisations require small project teams and flat structure to promote innovation. This is corroborated by Lee et al. (2015) who deliberate that team structure has the innate ability to break barriers on a departmental and functional level, increase communication, speed up decision-making and enhance organisational learning (p.75). Project teams and work teams facilitate cooperation on interdependent tasks, capitalising on the general skills and knowledge of individuals and teams rather than project- and firm-specific competencies (Lee et al., 2015; Davies and Brady, 2016).

Addressing the balance between the exploration and exploitation of organisational knowledge, recent studies offer more sophisticated project-based structures such as the *ambidextrous structure* where two structurally independent project teams – ‘emerging business units’ and ‘existing business units’ – are involved in exploration and exploitation processes simultaneously (O’Reilly and Tushman, 1996, 2011; Turner et al., 2015, 2016; Davies and Brady, 2016). Linking dynamic capabilities to project capabilities (Davies and Brady, 2016), O’Dwyer et al. (2017) elucidate the overarching task of project managers ‘to balance the right mix’ (p.602) of exploitative and explorative projects during the project selection process, focusing on ‘portfolio management techniques as a dynamic capability for balancing project capabilities’ and identifying how ‘firms achieve the flexibility required to

manage the trade-offs between innovation and routines, exploration and exploitation over time' (Davies and Brady, 2016, p.18).

In order to understand whether the firm is innovating or not, Haneda and Ito (2018) have examined structures of R&D centres in Japanese firms. The researchers deliberated that the firm's propensity to innovate is raised by horizontal communication in interdivisional team and team work which is paramount for process innovation, whilst top management teams (TMTs) and board members with an R&D background are positively associated with product innovation (p.202). Heavy and Simsek (2017) argue that the top management team generates, distributes and integrates knowledge based on employees' specific areas of expertise which 'increase its ability to both differentiate and integrate strategic agendas for ambidexterity' (p.919).

Recent works of Turner et al. (2015, 2016) have identified key mechanisms used by middle managers addressing ambidexterity. The authors emphasise the duality of exploration and exploitation at the business-unit level of projects where ambidexterity is coordinated by senior management: whilst some project managers engaged in routine tasks exercise a certain degree of experimentation, other middle managers engaged in creative tasks use routines to some extent (Turner et al., 2015, 2016).

This subsection has built a platform for a detailed understanding of how middle managers' exploration and exploitation activities are enabled through organisational structures in pursuit of innovation. Focusing primarily on a team- and project-based approach at the organisational level in support of innovation, the literature has provided a greater insight into middle managers' dynamics that balance induced and autonomous entrepreneurial behaviour. Middle managers, as integrators, weave together the mechanistic procedures, methods and routines of an organisation with organic flexibility in response to immediate change in the complex environment. The interconnection between internal organisational factors (i.e. 'management support', 'work autonomy/discretion', 'reward/reinforcement systems', 'time availability' and 'structure/boundaries') and various resource allocations (i.e. human and project capital) plays a pivotal role in project-based ambidexterity. The valuable representation of organisational ambidexterity is the balancing exploratory project-to-project learning which requires more flexible organisational structures such as teams, with knowledge that is refined over time and exploited into project operations. In the light of the

present study, this is valuable in understanding that middle managers' individual entrepreneurial behaviour varies from project to project and 'various forms of specialism' (Turner et al. 2016, p.206) which, with regard to exploitation or exploration, can be classified as highly exploitative, explorative or a combination of both.

### ***2.7.3 Criticality of Organisational Ambidexterity in Addressing the Balance***

An excessive focus on exploitation results in the reduced ability of an organisation to withstand market volatility and to build sustainable competitive advantage. On one hand, fostering structural inertia and exploiting the firm's core competences in a familiar marketplace leads to failure to adapt to new opportunities and a changed environment. On the other hand, accelerating exploration results in a constant search for new opportunities and change. This leads to a waste of the firm's scarce resources and the significant loss of core competences in unfamiliar markets (He and Wong, 2004). This tension between two fundamentally opposing processes has been highlighted in an extensive range of management literature. Building on this literature, Table 5 summarises types of ambidexterity and describes tensions which organisations need to balance in order to be ambidextrous.

<b>Author/Date</b>	<b>Ambidexterity type</b>	<b>Description of tension</b>
Burgelman, 1991	Variation-reduction vs Variation-increasing	Autonomous process vs induced process in strategy-making.
Eisenhardt and Martin, 2000; O'Railey and Tushman, 2011	Dynamic capabilities	Traditional routines with detailed and analytic processes based on existing knowledge in moderately dynamic markets vs experiential unstable processes and quickly created new knowledge in high-velocity markets.
Mom et al., 2007	Top-down, bottom-up and horizontal knowledge inflows	Top-down knowledge inflows are unambiguous and based on managers' experience related to exploitation vs bottom-up knowledge inflows which are random, unpredictable and increase managers' experience. Horizontal knowledge inflows are related to exploration and reconcile tension between top-down and bottom-up knowledge inflows.

Raisch et al., 2009	1.Differentiation vs Integration; 2.Individual vs Organisational; 3.Static vs Dynamic; 4.Internal vs External	1.Separation of exploitation and exploration activities vs combination of exploitation and exploration; 2.Individual's ability to explore and exploit vs organisational formal systems and lateral mechanisms; 3.Adopting certain configurations simultaneously pursuing exploitation and exploration vs continuous reconfiguration of organisational activities in changing internal and external environments; 4.Sourcing knowledge internally from managers' experience and their knowledge base vs external acquisition of new knowledge for exploration.
Simsek et al., 2009	1.Harmonic 2.Cyclical 3.Partitional 4.Reciprocal	1. Concurrently pursuing exploitation and exploration within a single organisational unit. 2. Temporal cycling between long periods of exploitation and short bursts of exploration. Punctuated equilibrium. 3. Compartmentalised and synchronised exploitation and exploration within different structural units of an organisation. 4. Synergetic fusion of complimentary streams of exploitation and exploration that occur across time and units.
Du et al., 2013	Sustainability vs Profitability	Managing sustainable development and conventional profit-driven development.
Wang and Rafiq, 2014	1.Contextual Ambidexterity 2. Ambidextrous Organisational Culture	1. Simultaneous exploitation of existing competences for short-term benefits and exploration of new competences for long-term success. 2. Managing both creativity and discipline; consisting of organisational diversity and shared vision.



Turner et al., 2016	Project-based ambidexterity Distributed vs Point	Both exploitative and exploratory outcomes are achieved by a group of individuals at organisational or unit level (distributed) and an individual who performs or coordinates exploitation and exploration at organisational or unit level.
Dunlap et al., 2016	Balanced Dimension vs Combined Dimension	Simultaneous creation of new products and incremental product innovation vs leverage of new and incremental product innovations.

**Table 5: Types of tensions organisation needs to put in balance** (Developed by Author)

In the field research on strategy-making processes, Burgelman (1991) distinguishes between the *variation-reduction* tendency of induced process and the *variation-increasing* tendency of the autonomous process. Derived from the previous research (Burgelman, 1983a), these processes are considered important determinants for intra-organisational perspectives on strategy-making. Strategic intent and internal entrepreneurship, separately, are not sufficient but the combination of induced and autonomous processes enhances organisational survival, and both are needed simultaneously (Burgelman, 1991, p.256). The notion of reconciling the tension between exploitation and exploration has been extended by many scholars in the past two decades. Eisenhardt and Martin (2000) have conceptualised that firms' competitive advantage encapsulates *dynamic capabilities*, which in moderately dynamic markets resemble traditional routines with detailed and analytic processes based on existing knowledge.

In contrast, in high-velocity markets, the dynamic capabilities are experiential based on unstable processes and quickly created new knowledge (Eisenhardt and Martin, 2000, p.1106). Dynamic capabilities are at the core of organisational ambidexterity which allows firms to leverage and reconfigure their existing competences and resources to create value which is difficult to imitate by competitors (O'Reilly and Tushman, 2011). Focusing on managers' knowledge inflows Mom et al. (2007) have investigated the influence of top-down, bottom-up and horizontal knowledge inflows on managers' exploitation and exploration activities. The authors argue that in the area of technological innovation, knowledge acquisition is an important factor for both exploitation- and exploration-related

activities. The results of their research indicate that *top-down knowledge inflows* tend to be unambiguous and allow the manager to respond to problems in familiar ways that are positively related to the manager's exploitation activities.

On the contrary, *bottom-up knowledge inflows* are the source of exploratory learning that come from the lower hierarchical level and tend to be random and unpredictable, increasing the variety of the manager's experience. *Horizontal knowledge inflows* proposed by Mom and colleagues (2007) implies firms' ability to be ambidextrous with a combination of both top-down and bottom-up knowledge inflows acting as a balance-creating factor between the manager's reliability on experience and personal knowledge depth, and the manager's variety of experience and knowledge increased in breadth. In simultaneous pursuit of these two seemingly mutually exclusive activities, ambidextrous organisations are capable of moving back and forth under the four closely interrelated tensions (Raisch et al., 2009). The first tension refers to *differentiation* (the separation of exploitation and exploration activities) and *integration* (the combination of exploitation and exploration) within the same organisational unit. The second tension relates to the *individual* (an individual's ability to explore and exploit) and *organisational* (formal structures or lateral mechanisms) level in order to capture ambidexterity on multiple levels. The third tension is built on *static* (adopting certain configurations, simultaneously pursuing exploitation and exploration) versus *dynamic* (continuous reconfiguration of organisational activities in changing internal and external environments) perspectives on ambidexterity which has been strongly corroborated by Eisenhardt and Martin (2000) and O'Reilly and Tushman (2011). The fourth tension is intertwined with Mom et al.'s (2007) research on managers' knowledge inflows, and based on *internal* (sourcing knowledge internally from managers' experience and their knowledge base) versus *external* (external acquisition of new knowledge for exploration) perspectives on ambidexterity.

#### ***2.7.4 Antecedents of Organisational Ambidexterity***

Whilst interest in ambidexterity continues to grow amongst researchers and practitioners, there is still considerable ambiguity and disagreement regarding its antecedents in theoretical grounding. Simsek et al. (2009) have proposed a typology of organisational ambidexterity identifying two dimensions: *temporal* (sequential vs simultaneous) and *structural* (independent vs interdependent). Authors argue that the temporal dimension reflects on the

distinction between organisational capabilities to capture exploitation and exploration simultaneously, and those that require a 'switch' between exploitation and exploration at different points of time in sequential pursuit (Simsek et al., 2009, p.867). The second dimension juxtaposes ambidexterity within an independent business unit and interdependent divisions, two or more separate units, or firms engaged in strategic alliance. It is worth mentioning that the structural dimension captures the distinction between organisational capability within independent units and the challenge of involved individuals pursuing both exploitation and exploration. All these elements are clearly parts of the same conceptualisation developed by Gibson and Birkinshaw (2004), Carmeli and Halevi (2009), and Guttel and Konlechner (2009) whose research is focused on behavioural complexity, and structural and contextual ambidexterity. Raisch et al.'s (2009) study highlights four interrelated tensions which later have been extended and strongly supported by Reilly and Tushman's (2011) research addressing the dynamic capabilities extensively discussed by Eisenhardt and Martin (2000). Simsek et al. (2009) present the typology that delineates four types of ambidexterity (see Table 3) described as *harmonic*, *cyclical*, *partitional* and *reciprocal*. Thus, for example, for harmonic ambidexterity, antecedents comprise managers' behaviour (Gibson and Birkinshaw, 2004) towards combining both exploitation and exploration, and a joint emphasis on discipline and improvisation, support and trust, job enrichment and the promotion of creativity. Cyclical ambidexterity antecedents are characterised as proactive R&Ds in developing and acquiring new technologies (Reilly and Tushman, 2011; Du et al., 2013), new alliances, free flow communication and conflict resolution mechanisms (Floyd and Lane, 2000). Partitional ambidexterity antecedents are based on a strategic shared vision (Reilly and Tushman, 2011), cultures (Wang and Rafiq, 2014) and incentive systems, coupled with strategic alliances and transformational leadership. Finally, antecedents for reciprocal ambidexterity involve the internalisation of experience (Mom et al., 2007; Miller and Martignoni, 2016) amongst strategic alliances, dissemination of information and inter-firm networking mechanisms to combine exploitation and exploration across time and units (Simsek et al., 2009).

#### ***2.7.5 Managers' Function in Ambidextrous Organisations***

Many organisations struggle to achieve a sensitive balance between three major dimensions: complexity, change and opportunities (Dover and Dierk, 2010). These dimensions are

represented by the manager, leader and entrepreneur (Dover and Dierk, 2010, p.3). The authors suggest that a combination of their skills and capabilities open up possibilities for sustainable innovation within corporations. They have elucidated three project types: *derivative* (referred to as incremental innovation), *breakthrough* (referred to as radical innovation), and *platform* (projects which extend derivative projects yet are not sufficient to be considered as breakthrough ones). Operating within a perceived risk, ambidextrous organisations pursue innovation strategies by a combination of managers' abilities driven by short-term objectives, clear results and risk-averse behaviour which is clearly attributed to incremental innovation, entrepreneurs who are traditionally known as risk-takers and opportunity-seekers involved in breakthrough projects, and leaders who take a middle course between breakthrough and platform projects through vision, future orientation and risk propensity (Carmeli and Haveli, 2009; Dover and Dierk, 2010). Smith et al. (2010) corroborate the role of leaders in managing complex business models by dynamic decision-making, a commitment to vision and their ability to meet the challenge of complex highly competitive markets in order to exploit existing businesses and explore new ones. In ambidextrous organisations under various external (rapid change, short product cycle) and internal (decentralisation, formalisation and connectedness) antecedents, corporate entrepreneurship faces the main challenge: to reconcile tension between *exploitative* and *exploratory* innovation (Jansen et al., 2005). Their study confirms that organisations rely on decentralisation and densely connected social structures such as norms and beliefs which reduce conflict and encourage managers' behaviour contributing to exploratory and exploitative innovations (Jansen et al., 2005; Guttel and Konlechner, 2009). Given that differences between managerial levels in terms of strategy-making processes and social identity vary depending on individuals' levels in the organisational hierarchy (Wales et al., 2011), Dunlap et al. (2016) have extended the concept of innovation ambidexterity to emerging markets.

A number of researchers posit the role of managers as a key success factor in cultivating a global supplier network that represents a cycle of knowledge-sharing to develop both exploratory and exploitative innovations. Managing *balanced* and *combined* dimensions (see Table 5), executives and managers need to intensify their efforts to build supplier relationships and enhance interactions amongst their innovation teams (Dunlap et al., 2016). Focusing on two types of ambidexterity (distributed and pointed, see Table 5), Turner et al.

(2016) highlight the role of a manager as an ‘integrator’ between these two processes in day-to-day operations (p.217). They emphasise managers’ role in building and maintaining relationships between various stakeholders through extensive communication and the dissemination of information. Managers weave together exploitation and exploration by integrating mechanistic explicit tools and processes with organic flexibility to respond to immediate issues (Turner et al., 2016).

With regard to the digital age and progressions of the technological era, an article from ‘A Medium Corporation’ offers contemporary insight into how ‘rather than being led and administered by an innovation department, the middle managers will be the ones in charge’ (Lau, 2017). It can be said that middle managers are justified in the role as supporters of entrepreneurship and innovation within organisational structures. CEO Lau (2017) highlights that the role of middle managers will be able to assimilate an innovation liaison between various sectors of an organisation. Lau (2017) further reiterates, ‘2018 is “The Year of Middle Managers”, managers will not just be engaged in innovation programmes, they will be the ones leading them’ (<https://medium.com/make-innovation-work/2018-the-year-of-the-middle-manager-48ba7f257cca>). From this, it is plausible to deliberate that a modern viewpoint on the paradigm of the middle manager job description offers an insight into how this role is set for fruition and evolution amongst corporate trends.

#### *2.7.6 Summary*

This section has summarised the literature on ambidexterity in relation to its types, its importance to build balance between two contradicting processes, its antecedents, and managers’ role in ambidextrous organisations. The literature suggests that organisational ambidexterity can be achieved when both exploitation and exploration are used simultaneously within a business unit. It is argued that ambidexterity is inherent to business success and is a key determinant to sustain firms’ competitive advantage in quickly changed business environments. In some cases, different types of ambidexterity may lead to exploitation in one business unit and exploration in another. The literature also suggests that ambidexterity antecedents are grounded in an organisational culture which promotes integration between conflicting processes to develop a coherent business strategy that enhances organisational survival. It appears that a combination of managers’ skills and abilities, together with their knowledge and experience plays a catalyst role in pursuing

innovation. It has already been established that at different levels of the organisational hierarchy, managers' role in pursuing innovation and bringing together contradictory, yet interrelated processes becomes significant to a greater or lesser degree. It seems reasonable to conclude that the issue of organisational ambidexterity is closely related to the issue of addressing the balance between two opposing processes which are moderated by middle managers as 'integrators' of behavioural complexity.

## **2.8 Building Theoretical Framework: Literature Synthesis and Developing Research Question, Aims and Objectives.**

This section considers building the theoretical framework based on the philosophical paradigm of phenomenology. Bringing the various areas covered by the literature review, the literature synthesis acts as a bridge between the literature review and the research framework. Drawing on the previously reviewed literature and its theoretical underpinnings on middle management, corporate entrepreneurship, middle managers' corporate entrepreneurial behaviour, organisational internal factors, organisational and national culture as the predictors of an ambidextrous approach in addressing the balance between two opposing behaviours of middle managers, the research framework provides guidance to explaining and interpreting events or the behaviours under study.

### ***2.8.1 Literature Synthesis: Theoretical Underpinning***

Drawing insights from the time-tested theories of many scholars on a particular phenomenon under study on how middle managers address the balance between autonomous and induced entrepreneurial behaviour, the literature review suggests the following underlying observations in relation to the context and the issues where this phenomenon occurs.

Returning to the issue of a definition of corporate entrepreneurship raised in Section 2.2.3, it is obvious that there are various ambiguities in the body of literature that has evolved. The lack of consistency of how corporate entrepreneurial activities have been defined devalues otherwise useful theoretical inputs, owing to the fact that a definition of corporate entrepreneurship is essential for the development of a theoretical framework. In order to avoid being unfair to this problem, corporate entrepreneurship is here clarified and defined for the purpose of the research.

Burgelman's definition is employed as the working definition in this study where he argues that:

Corporate entrepreneurship refers to the process whereby firms engage in diversification through internal development. Such diversification requires new resource combination to extend the firm's activities in areas unrelated, or marginally related, to its current domain of competence and corresponding opportunity set (Burgelman, 1983c, p.1349).

This view is corroborated by the outlook of corporate entrepreneurship as a process of new business creation, renewal and innovation as critical factors to organisational growth and survival. These themes have a prominent presence in definitions of corporate entrepreneurship, for example:

...the process whereby an individual or a group of individuals, in association with an existing organisation, create a new business organisation or instigate renewal or innovation within that organisation (Sharma and Chrisman 1999, p.18)

... continuous rejuvenation of organisation and shaping the scope of its operations through the recognition and exploitation of opportunities (Ireland et al., 2009, p.21)

...a multidimensional construct involving innovation, renewal and venturing efforts (Turró et al., 2014, p.361)

... CE is a process of creativity, intelligence, learning, and reframing as well as seeing things anew. CE as a knowledge creation and conversion process that induces renewal, variety, novelty and intelligence into organisations (Zahra, 2015, p.733)

CE activity involves the firm and its managers' use of new resources, interactions with new customers, involvements with new markets and/or with new combinations of its existing resource portfolio, customer base, and served markets (Kuratko, 2017, p.154).

Building upon these definitions, it can be said that the concept of CE has evolved considerably over four decades. In this regard, CE can be defined as **a multilayered process of creative reframing of existing core capabilities and combination of resources through learning, recognition exploration and exploitation of opportunities for establishing sustainable competitive advantage through internal renewal, new business creation and innovation in a volatile market environment.**

The review of the extant body of literature has given rise to the following statements:

- There is a relationship between internal organisational factors and middle managers' entrepreneurial behaviour.
- Internal factors such as ambidexterity antecedents impact the balance between two opposing processes (induced and autonomous entrepreneurial behaviour).
- Middle managers moderate the balance between induced and autonomous entrepreneurial behaviour which is closely related to organisational ambidexterity.
- There is a link between organisational culture and national culture.

These headings are now considered individually as a range of potential research questions based on the original research topic.

### ***2.8.2 Organisational Internal Factors and Middle Managers' Entrepreneurial Behaviour***

Researchers and practitioners have identified two types of strategic entrepreneurial behaviour and organisational internal factors as the key drivers for the companies' success (Burgelman, 1983a, b, 2002; Hornsby et al., 2002; Kuratko, 2007; Kuratko et al., 2005, 2017; Phan et al., 2009; Lee et al., 2015; Burcharth et al., 2017). In addition, it is appreciated that some companies are embarking on autonomous behaviour as an option for searching out new market opportunities and as a basis for innovation in a stagnant sector, whilst others are adopting induced strategic behaviour to achieve their programmes with a low-risk option which fits into existing strategic planning where corporate entrepreneurship is less likely to happen.

Explaining entrepreneurial behaviour as two categories of strategic behaviour, Burgelman says:

Induced strategic behaviour uses the categories provided by the current concepts of strategy to identify opportunities (Burgelman, 1983a, p.61)

An induced type of behaviour is seen as a top-down process, whilst the bottom-up process is viewed as:

Autonomous strategic behaviour that introduces new categories for the definition of opportunities... and strategic activities those...fall outside the scope of the current concept of strategy (Burgelman, 1983a, p.64)



The literature in the field of corporate entrepreneurship suggests that important antecedents in the development of middle managers' entrepreneurial behaviour are organisational internal factors:

Four internal variables are included in the proposed model of entrepreneurship as firm behavior: top management values and philosophies, organizational resources and competencies, organizational culture, and organizational structure (Covin and Slevin, 1991, p.14)

Specific organisational antecedents of managers' entrepreneurial action have been identified: management support; work discretion/ autonomy; reinforcement; time availability; and organizational boundaries (Hornsby et al., 2009, p.238)

Factors that influence and shape the behaviour of people in an organisation includes reward systems, reporting relationships, access to financial resources and a host of other factors which together constitute the organisational context (Sebora and Theerapatvong, 2010, p.337)

...five key antecedents to the creation of sustainable entrepreneurship within a company are management support; work discretion/ autonomy; reinforcement; time availability; and organizational boundaries (Kuratko and Morris, 2018, p.49)

Having provided an overview of the literature on organisational internal factors (in Section 2.4.2) and building upon the aforementioned definitions, for the purpose of this research, the specific five variables (management support, work autonomy/discretion, rewards/reinforcements, time availability, and structure/boundaries) described in the literature have been identified as key organisational internal factors influencing middle managers' corporate entrepreneurial behaviour.

Additional insight comes from Birkinshaw (2004) that all internal factors affecting corporate entrepreneurship must be in balance, and if one is missing or out of balance, the ability of people to act entrepreneurially is compromised (p.5). Thus, a behavioural dilemma in conjunction with organisational internal factors reveals a formidable constraint that pertains to the balance shift between autonomous and induced entrepreneurial behaviours. Therefore, it can be said that internal organisational factors intensify the tenuous balance between corporate entrepreneurial leader' behaviour and the behaviour of a 'rogue manager' (Kuratko, 2007; Kuratko and Audretsch, 2013).

### ***2.8.3 Ambidexterity and the Balance between Induced and Autonomous Entrepreneurial Behaviour***

With specific reference to the extensive body of literature on organisational ambidexterity that emphasises the importance of reconciliation between exploitation and exploration, a persistent theme is that organisational ambidexterity is a prerequisite to firms' survival and success. Tushman and O'Reilly propose:

...The ability to simultaneously pursue both incremental and discontinuous innovation...from hosting multiple contradictory structures, processes, and cultures within the same firm (Tushman and O'Reilly, 1996, p.24).

Raisch and Birkinshaw define organisational ambidexterity as:

...an organization's ability to be aligned and efficient in its management of today's business demands whilst simultaneously being adaptive to changes in the environment (Raisch and Birkinshaw, 2008, p.375).

Ambidexterity captures the distinction between organizational capabilities needed to support the simultaneous pursuit of exploitation and exploration and those required to implement switching between exploitation and exploration at different points in time in a sequential pursuit (Simsek et al., 2009, p.867).

Organizational ambidexterity refers to the ability of an organization to both explore and exploit-to compete in mature technologies and markets where efficiency, control, and incremental improvement are prized and to also compete in new technologies and markets where flexibility, autonomy, and experimentation are needed (O'Reilly and Tushman, 2013, p.324).

We view ambidexterity as a paradox whereby its components, exploration and exploitation, generate persistent and conflicting demands on an organization....ambidexterity can be achieved through a combination of differentiating and integrating approaches... continuous improvement capability is integrative, whilst written vision, TMT heterogeneity and size, and R&D intensity are differentiating (Koryak et al., 2018, p.413–415).

Finding the balance between exploration and exploitation is the key determinant for organisations' survival. Burgelman says:

Strategic intent and internal entrepreneurship, separately, are not sufficient but combining of induced and autonomous processes enhances organisational survival, and both are needed simultaneously (Burgelman, 1991, p.256).

Brion et al. (2010) assert:

...exploration innovation in terms of activities aimed at entering new product-market domains, whereas exploitation innovation is considered to encompass activities aimed at improving an existing product-market position (p.154).

Capitalising on Mom et al.'s (2007) research on ambidexterity of organisational knowledge, Zheng (2018) extended the line of horizontal knowledge flow to design thinking. The author elucidates that design thinking is an important antecedent of ambidextrous learning, balancing a radically innovative outcome and an incrementally innovative outcome.

Zheng asserts:

If managers manage to reach a high level of DT, they are more likely to balance and synergy new and old knowledge, and eventually integrate innovative outcomes in different radicalness (Zheng, 2018, p.752).

#### ***2.8.4 Middle Managers as Facilitators of Ambidexterity***

In exploring ambidexterity, the attention of many researchers is focused on pinpointing managerial actions that are used to enable ambidexterity within projects (Turner et al., 2015).

Birkinshaw states:

...it's impossible to just bring 'the freewheeling character of an open market inside the firm without imposing some regulations' (Birkinshaw, 2004, p.12).

Uniqueness of projects lies within its temporal organisation from which generally follows standardised industry or firm specific processes and represents a prominent organisational form within which both exploitation and exploration occur (Turner et al., 2015, p. 201).

Actions being undertaken by managers to generate and integrate new knowledge whilst controlling the work within given project constraints constitute the main challenge for enabling ambidextrous learning. Given the increase in project complexity, Geraldi et al., (2010, 2011) calls for a change in attitudes and perspectives:

The exploitative side of quality reflecting a traditional project management, characterised by optimisation, predictability, efficiency and a 'tick-box' mentality... that may provide a sense of stability and safety but which may induce rigidity that limits the ability of the project manager to

manage the unexpected... the necessity to adapt to a context that is volatile and constantly changing... that reflect the organic, non-linear and non-deterministic nature of the environment...should be taken into account (Geraldi et al., 2011, p. 565).

In line with ambidexterity thinking, the research of Turner et al., 2015 and 2016 supports Geraldi et al.'s (2011) notion of changing managers' mentality towards the organic nature of project management.

Turner et al. reveal:

five managerial actions ('buffering', 'gap-filling', 'integration', 'role-expansion' and 'tone-setting') which are used to manage ambidexterity (Turner et al., 2015, p. 217).

Therefore, it can be thought that managing ambidexterity middle managers need to balance an explicit mechanistic stability in projects with projects' organic flexibility in a complex environment. Thus, for the purposes of the study, the balance between induced and autonomous entrepreneurial behaviour is defined as the **co-existence of exploitation of mechanistic structural processes, and exploration of new organisational opportunities through organisational learning and strategic organic flexibility in a constantly changing environment**. This can be achieved through the various organisational antecedents and specific managerial actions outlined in the literature (Turner et al., 2015, 2016; Kuratko, 2017; Kuratko et al., 2017; Kuratko and Morris, 2018).

### *2.8.5 Linking Organisational Culture with National Culture*

This balance may be different for different contexts such as monocultural and multicultural organisations, various geographical locations and complacency with local standards. Suggesting a link between national culture on the UAE/Dubai level, organisational culture on the company level, and middle managers' cultural background on the individual level, it is clear that culture acts as a bridge between multilevelled contexts for developing CE. Marquardt et al. (2004) as cited in Kim and McLean (2014, p.41) identify national culture as the following:

...a collection of common ways of thinking and acting in a country, distinct from other countries (Marquardt et al., 2004).

Hofstede argues:

...culture consists of the unwritten rules of the social game. It is the collective programming of the mind that distinguishes the members of one group or category of people from others (Hofstede, 2010, p.6).

Building on Hofstede's (1983, 1988, 2010) cultural dimensions, Zeffane (2014, 2017) elucidate that people in individualist cultures are more autonomous and independent than people in collectivist cultures. Zeffane (2014) asserts that uncertainty in the external environment is viewed more optimistically in individualist cultures than collectivist ones where individuals perceive uncertain situations as being extremely risky. However, Zeffane (2014, 2017) emphasises that these assumptions are highly contextual, and given the dominance of collectivist culture in the Gulf Region, the prominence of exponential growth of entrepreneurial activities has been evident in recent years.

...potential future entrepreneurs...evolving in the Middle East/Gulf region endorse personal traits of a predominantly collectivist nature concomitant with dominant collectivist values at the national level (Zeffane, 2014, p.290).

Proposed by Hofstede et al. (2010) and corroborated by Kim and McLean (2014), culture is distinguished from both inherited human nature, such as physical and emotional functioning, and personal uniqueness, such as experience, opportunity and ability. In line with this notion, Walrave et al. emphasised organisational culture as

...the key feature to corporate entrepreneurship (Walrave et al., 2010, p.61)

Similar to Hofstede et al.'s (2010) definition of culture, at organisational level Waisfisz (2015) defines culture as

...the collective programming of the minds of group members by which one group distinguishes itself from other

Further, Waisfisz suggests:

...organisational culture is determined by the personalities of the employees, yet the culture is not the sum of all those individual personalities. Thus, culture may either support the highest productivity possible or it may hinder realisation of the highest productivity possible.

This notion corroborates Walrave et al.'s (2010) and Kim and McLean's (2014) statement that organisational culture is a key factor in corporate entrepreneurship. Pinpointing gender

differences in the workplace from the perspective of the femininity–masculinity dimension (Kim and McLean, 2014) in collectivist culture, Jabeen and Faisal (2018) assert that

...the under-representation of women in entrepreneurship is because of the similar patriarchal and entrenched socio–cultural norms of the GCC society.

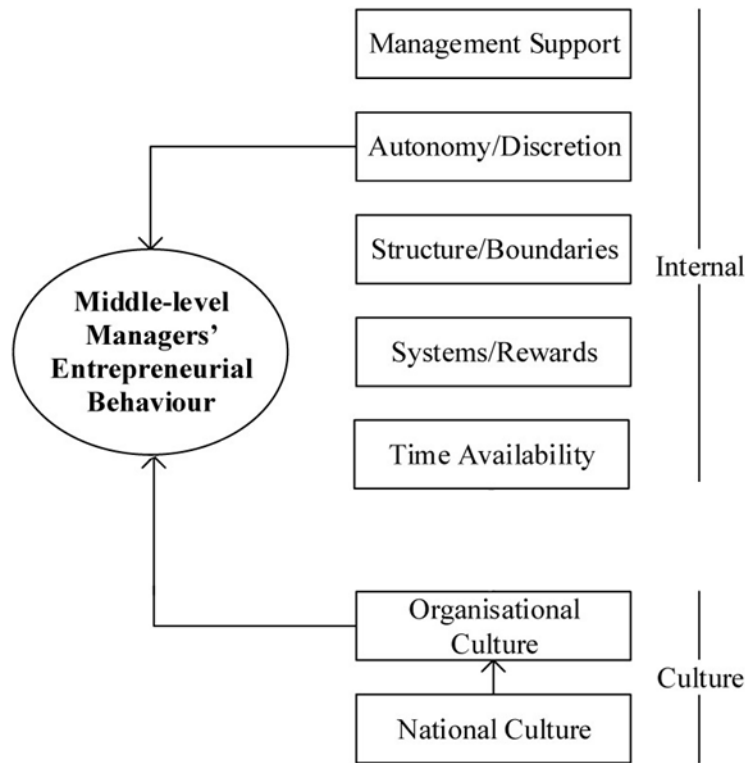
Regardless of various government supports, Jabeen and Faisal (2018) emphasise organisational culture as the provider of a conducive platform that strengthens and supports Emirati females in the manufacturing, retail and services sectors.

In order to perform a balancing act between national and organisational culture, MNCs combine a strong responsiveness to specific local conditions and strategies of standardisation, policies, practices and approaches for the ability of individuals and the corporation to learn and share knowledge in order to maintain MNCs' competitive advantage (Gubbins and Garavan, 2016).

#### ***2.8.6 Developing Conceptual Framework***

The conceptual framework for this study is built using the mix of identified specific variables described in the reviewed body of literature. Lying within a broader umbrella of the theoretical framework, the conceptual framework 'sets the stage' for presentation of the specific research question that drives the investigation being reported (McGaghie et al., 2001). According to the inductive approach to the literature review, the conceptual framework of this research represents a synthesis of a number of concepts, research findings and theoretical perspectives that have emerged from the relevant concepts of both theoretical perspectives and empirical findings on the topic of the thesis (Imenda, 2014, p.193). Miles and Huberman (1994) define the conceptual framework as a visual or written product that 'explains either graphically or in narrative forms...the key factors, concepts, or variables..., and presumed relationships amongst them' (Miles and Huberman, 1994, p.18; Miles et al., 2014, p.20). Taking into consideration what middle managers 'perceive and believe is shaped by their assumptions and prior experience as well as by the reality they interact with', the current research is built on the philosophical position of phenomenology and qualitative research design, and incorporates the conceptual framework as 'an argument why the topic under study matters, and why the means proposed to study it are appropriate and rigorous' (Ravitch and Reggan, 2016).

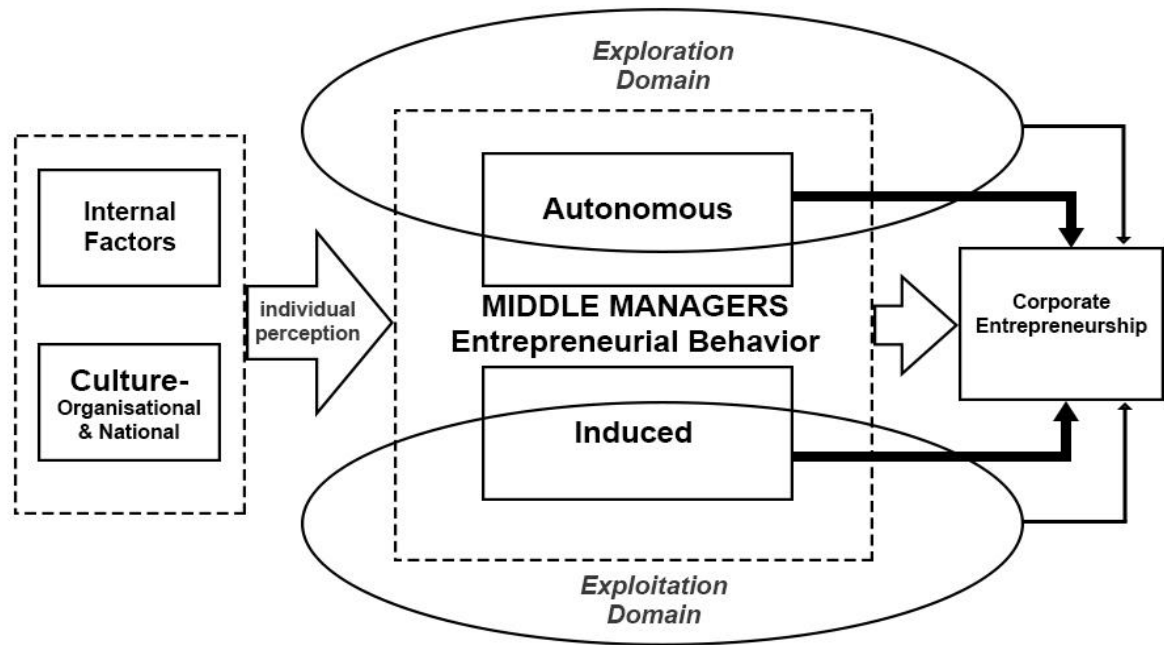
Based on the theoretical underpinning derived from the literature review and literature synthesis, Figure 4 provides the diagrammatic display of the context in relation to middle managers' entrepreneurial behaviour, internal factors, and aspects of organisational and national culture.



**Figure 4: Influences on middle-level managers' entrepreneurial behaviour** (Developed by Author)

People and key factors have been identified as being influential on the entrepreneurial behaviour of middle-level managers. Figure 4 represents graphically the influences on a single middle-level manager's entrepreneurial behaviour in his/her own context. It also demonstrates what the study will focus on. For example, middle-level managers are going to be interviewed about the five internal factors and how these factors influence their entrepreneurial behaviour. The relationships between different aspects of organisational culture and internal organisational factors (see Section 2.4) are to be explored along with their impact on the middle managers' choice of entrepreneurial activities related to their area of expertise. As can also be seen by the link in Figure 4, organisational culture is influenced by national culture especially in the UAE and this point is expanded upon in the study.

In light of the theory on ambidexterity, Figure 4 is further developed into the integrative conceptual framework (Figure 5) which demonstrates events and influences that the theories have implied. Figure 5 represents the research paradigm illustrating the author’s conceptual framework.



**Figure 5: Conceptual Framework** (Developed by Author)

The rectangular shapes represent conceptual or *intellectual* bins that contain multiple, discrete events, actions and processes (Miles et al., 2014, p.21). Consisting of concepts or intellectual bins and relationships amongst them, the conceptual framework visually represents the major theoretical tenets of the present research. Ovals depict two conflicting domains – exploitation and exploration – the interrelation of which theory on ambidexterity illuminates as a fundamental tension. Based on the problem statement: ‘A means has to be found of establishing the balance between creative, altruistic and innovative behaviour on one hand and over-regulated organisational policies and boundaries on the other hand in the UAE business context’ that serves as a reference in constructing the conceptual framework, this study attempts to answer the research question and address a knowledge gap which has not been explained by other researchers.



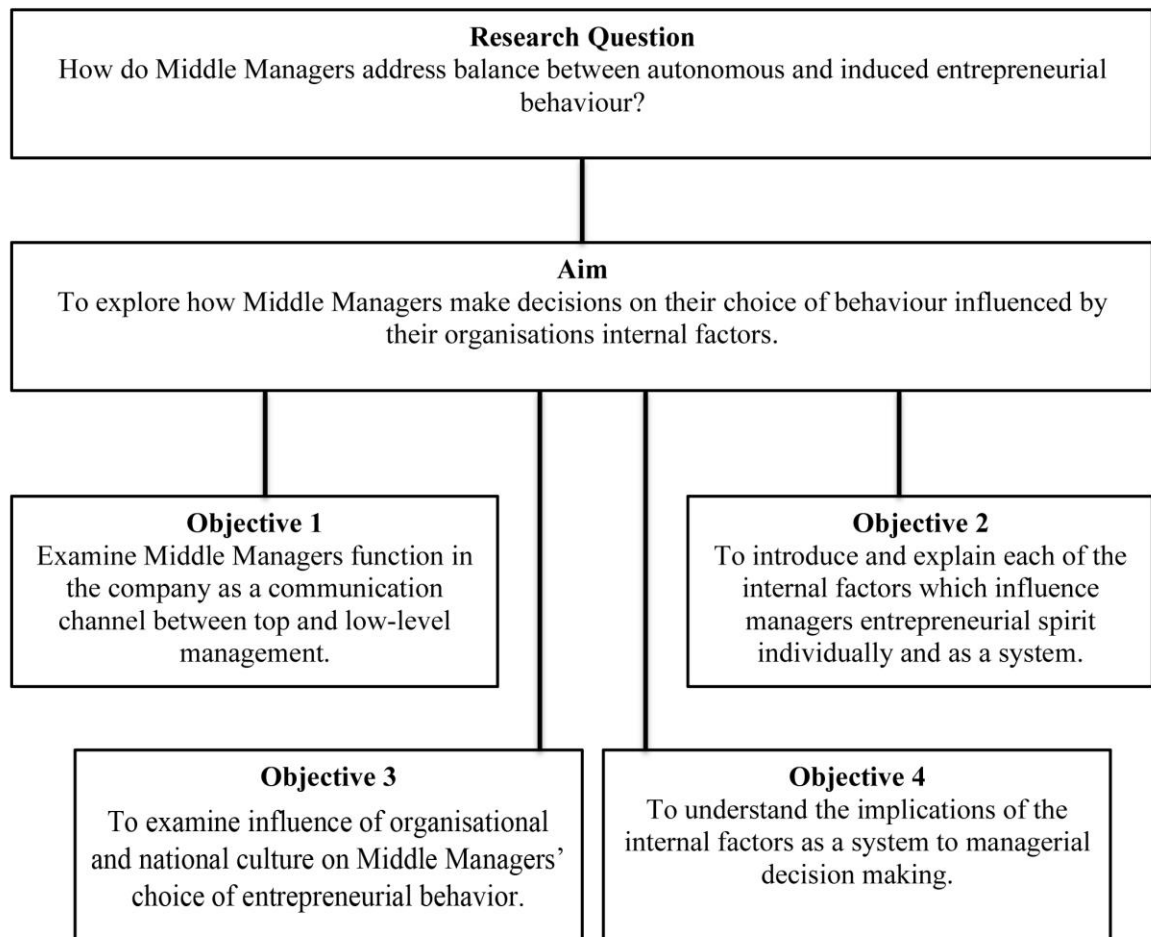
### *2.8.7 Developing the Research Question, Aims and Objectives*

Recent literature suggests that encouraging entrepreneurship amongst Emirati nationals is in line with the strategic goals of the UAE government. However, a big challenge for corporate entrepreneurship in UAE companies is to maintain a balance between radical innovation that builds upon entrepreneurialism amongst employees and incremental innovation based on existing knowledge and resources. Seeking to reconcile the tension between creativity, entrepreneurship and flexibility on one hand, and the norms, inflexible procedures and instruments on the other hand, UAE business organisations demand more fit between flexibility and complexity (Geraldi, 2008). How to balance the exploitation of existing opportunities and incremental innovation through induced strategic behaviour, and the generation and exploration of entirely new opportunities and radical innovation through autonomous strategic behaviour remains a key challenge for all companies that aspire to be ambidextrous (Burgelman and Sayles, [1986], 2015).

Viewing and developing organisational internal factors as an integrative part of an organisation's ecological system that supports entrepreneurial behaviour amongst employees, managers are striving to balance the co-existence of variation-reduction (induced) and variation-increasing (autonomous) initiatives (Burgelman, 1991) in today's UAE business environment. The thesis aims to explore middle-level managers' perception of organisational factors individually and holistically, whilst examining how balance is addressed between autonomous and induced strategic behaviour. It also illuminates challenges that middle managers face in order to act as effective entrepreneurs in a volatile market environment. To achieve both strong current and future performance, organisations need to identify and exploit existing entrepreneurial behaviour, that generates immediate returns, and to foster the potential behaviour, be it autonomous or induced, that provides new initiatives to improve future returns (Birkinshaw, 2004).

Based on the literature review, case studies are suitable to answer 'how' and 'why' questions when the researcher aims to develop a more in-depth analysis of the research questions (Eisenhardt, 1989; Kantur and Iseri-Say, 2013). An analysis and synthesis of extant literature indicates a need for balance amongst induced and autonomous entrepreneurial behaviour (Burgelman, 1991; Birkinshaw, 2004; He and Wong, 2004; Siggelkow and Rivkin, 2006; Geraldi, 2008; Smith et al., 2010; Wang and Rafiq, 2014; Dunlap et al., 2016). Therefore, the

central research question of this thesis becomes ‘How do middle managers address the balance between induced and autonomous entrepreneurial behaviour in the UAE context?’



**Figure 6: Research question, aims and objectives** (Developed by Author)

Having framed the research question, the study considers a range of objectives derived from the original aim, which have been broken into component elements, to show what is necessary to be achieved.

The next chapter presents the methodology used for the current thesis.

## **Chapter 3: Methodology**

### **3.1 Introduction**

Research can be considered as a ‘journey of discovery’ which is constantly developing and evolving. To understand the philosophy that underpins the choices and decisions in research position helps to contribute a deeper and wider process of discovery, which may provide a further support to extant theory. According to Carson et al. (2005), the choice of research philosophy impacts upon the perspective and approach to how research is carried out, and how phenomena can be assessed, described and analysed. In relation to this, there is often a debate about what should come first, theory or data, and the role of the researcher. Carson et al. (2005) assert that this is again linked to the guiding philosophy and whether it is predominantly positivist or interpretivist (p.10). This section addresses the justification of choices made towards the current research philosophical position.

### **3.2 Philosophical Framework**

There have been many debates about the nature of entrepreneurship. These have focused on whether the research on entrepreneurship can be considered as scientific research, an all-encompassing theory of entrepreneurship that develops scientific knowledge and determines the objective rigour, or whether entrepreneurship is more similar to an art where different facets of entrepreneurship are created out of the imagination, change, movement and action of an entrepreneur.

#### ***3.2.1 Philosophical Position of the Research***

Positivism is an epistemological position that advocates the application of the methods of natural sciences to the study of reality (Bryman and Bell, 2015, p.28). As a science, corporate entrepreneurship is still to develop distinctive methods and theories of its own. To analyse its problems, CE borrows methods and theories from science such as economics and mathematics. However, the natural science model of positivism presents the central issue of rejection of its application to the study of social reality (Bryman and Bell, 2015, p.28). Churchill (1999) asserts that having so many different concepts, from psychology that

explains individual behaviour, and sociology that interprets the interconnectedness amongst individuals, entrepreneurship research and its central questions should have been studied with the appropriate tools. Interpretivism is a contrasting epistemology to positivism which implies that the subject of social studies – people, their behaviour and their institutions – is fundamentally different from that of the natural sciences (Bryman and Bell, 2015, p.28). The research question of this paper ‘How do organisations (structure) address the balance between autonomous and induced middle managers’ (agency) entrepreneurial behaviour?’ demands that the issues of organisational factors and middle managers’ behaviour require a different logic of research than the one offered by positivism.

The difference arises from the purpose of the current research paper, which is interested in an *understanding* of middle managers’ behaviour (question: *how?*), but not an *explanation* of their behaviour (question: *why?*). Based on the extensive literature review, the choice between scientific and ‘state-of-the-art’ research is explained by ontological and epistemological assumptions which together make up a paradigm (Mack, 2010, p.5). A paradigm refers to scientific achievements that build the foundation for its further practice shared by the community of practitioners (Kuhn, 1970, p.10); the term denotes ‘an implicit or explicit view of reality’ (Morgan, 1980, p.3).

This research paper focuses on the interaction between organisational internal factors and middle-level management behaviour towards entrepreneurial initiatives. The researcher is to investigate the relationship between internal factors and managers’ individual perception of them based on their subjective experience which varies from person to person (ontological position) in their usual setting. Being a part of the company’s environment, the researcher attempts to make sense or interpret the phenomena of a balance between two entrepreneurial behaviours in terms of the meaning managers bring to the researcher (epistemological position). This is as opposed to positivism, where the thought is ruled by explicitly stated theories and hypotheses, statistics and mathematical techniques, and where the researcher remains detached from the object of research, making a clear distinction between reason and feeling, science and personal experience; indeed, the positional direction stemming out of interpretivism uses a more personal process to investigate the reality in order to achieve a contextual understanding of what is happening.

However, rather than depending on the assumptions of ontology and epistemology, Neergaard and Ulhøi (2007) highlight the importance of the degree of subjectivity in the research. Many researchers who have an objective approach operate within the functionalist paradigm of inquiry, whilst those who accept subjectivity operate within the interpretive paradigm of inquiry (Gioia and Pitre, 1990; Denzin and Lincoln, 1994; Neergaard and Ulhøi, 2007). The *interpretive paradigm* is based upon the view that social reality is the product of the subjective and inter-subjective experience of individuals, which is understood from the standpoint of the participant rather than the observer (Morgan, 1980, p.5). ‘The interpretive paradigm is particularly valuable for research in management by indicating that reality is constructed by the persons involved’ (Fellows and Liu, 2009, p.18). From our ontological and epistemological standpoints, the interpretive paradigm of inquiry is appropriate for the present research paper as the researcher does not remain an external observer but is deeply involved in the investigation from within the internal factors, and examining their impact on middle managers’ entrepreneurial initiatives within the company’s natural environment. The researcher of the current study endeavours to determine the influence of different cultural and organisational factors on the willingness to act entrepreneurially from middle managers’ collective perspective.

In other words, based on subjective experience, the researcher attempts to see the truth and reality through participants’ eyes. According to Susman and Evered (1978) as cited in Neergaard and Ulhøi (2007), positivist approaches which have dominated organisational research are unable to provide managers and employees with sufficient knowledge to understand and manage the whole complexity of their businesses. Though the comments were made specifically about organisational research, these remarks can be fully related to the field of entrepreneurship as well. This research paper, as it has been suggested by many scholars, adopts an alternative perspective to knowledge production incorporating *interpretivist* approaches with its distinct epistemology that leads to practical relevance, and assisting organisational members to solve their own problems on the basis of the context-based points at issue (Aldrich and Baker, 1997; Brazeal and Herbert, 1999; Neergaard and Ulhøi, 2007).

### 3.2.2 Phenomenology

According to Carson et al. (2005), there are different research perspectives under the umbrella term of ‘interpretivism’, as illustrated by the brief summary in Table 6.

Interpretive approaches	Reality	Research aim	Validity	Results
<b>Realism theory</b>	Perception is not a reality but the window onto reality.	Examines phenomena with participants’ perceptions.	Picture of the reality is triangulated with other perceptions.	Interpretation of results based on acknowledgement of individual perceptual biases.
<b>Constructivism</b>	Multiple realities socially and empirically based on individuals’ intangible mental constructions.	To achieve an understanding of similarities and differences of constructions held by the researcher and participants initially.	Truth is a construction which refers to a belief system held in a specific context, or a specific organisation.	Longitudinal evaluation of structures and processes, as perceived by the researcher and key participants.
<b>Hermeneutics</b>	Event, action, culture, organisation are treated as text-analogue.	Concerned with the theory and methods of interpretation of human actions. Emphasises the need to understand from the perspective of the social actor.	Cycle of action, reflection, interpretation and so on.	By collective data, obtain more contextual understanding of human behaviour and its causal explanation.
<b>Symbolic Interactionism</b>	Based on how others see us, and interaction happens in such a way that the individual continually interprets the symbolic meaning of environment.	To grasp the process of interpretation through which individuals construct their action.	How members of a social group interpret the world around them.	Surprising findings.
<b>Phenomenology</b>	Social reality has a specific meaning and relevance structure for the beings living, acting and thinking within it (Schutz, 1962).	Understanding social phenomena from humans’ own perspective. Examines how the world is experienced.	Immediate experience as a possibility of finding new meanings or to enhance the current ones.	New issues and ideas contribute to development of new theories.

**Table 6: Interpretive approaches** (Developed by Author)

One of the prevailing approaches responsible for an anti-positivist position has been *phenomenology*, a philosophy concerned with understanding social phenomena from actors’ own perspective, and how individuals make sense of the world around them (Carson et al., 2005; Bryman and Bell, 2015). One of the assumptions of the present study is that the balance between two entrepreneurial behaviours can be achieved through an understanding of

the true meaning of internal organisational factors from middle managers' own perspectives. With this research focus, the main goal of the paper is to discuss CE through a phenomenological approach.

Today, phenomenological ideas are attracting renewed attention amongst scientists, scholars and practitioners from a wide range of disciplines. The term 'phenomenology' is derived from the Greek language and literally means 'study of appearances', or how we make sense of the everyday world (Seymour and Clark, 1998, p.128). 'Phenomenology is an attempt to describe the basic structures of human experience and understanding from a first person point of view, in contrast to the reflective, third person perspective that tends to dominate scientific knowledge and common sense' (Foreword by Carman, 2013, p.viii). Phenomenology is a broad discipline and has its roots as a philosophical method of inquiry in the works of German philosophers such as G.W.F. Hegel, E. Husserl and M. Heidegger, and French philosophers, notably, M. Merleau-Ponty and J.P. Sartre. According to their landmark writings summarised in Table 7, the reality consists of objects and events independent of human consciousness.

*Hegel* calls upon us to 'comprehend the diversity of philosophical systems as the progressive unfolding of truth' rather than being fixated on disagreements (1998, p.2). Adopting a phenomenological approach for the present study, it is important, taking into consideration Hegel's understanding of *Science*, to see research as a three-fold process.

Author/Date	Name of book	Philosophical point	Critique
Hegel, [1807], 1998	Phenomenology of Spirits	Criticised antithesis; call for diversity; True as a whole; model of dialectics: abstract (thesis)-negative (antithesis)-concrete(synthesis).	Philosophy-becoming-the world; philosophy substitutes science; dialectical tantalisation (Sartre, 1960) 'Sense certainty' fails to recognise role played by examples in knowledge and experience (Andersen, 2000).
Husserl, [1913, 1931], (2012)  [1900, 1901], (2001)	Ideas: General Introduction to Pure Phenomenology;  Logical Investigations	Phenomenology is reflective and descriptive; describes life experience; focus on individual human subjectivity; transcendental-phenomenological reduction;	Forgot about the Being and focused on experience; overstressing cognitive aspect of intentionality; (Heidegger, 1927); terminology is not fixed which leads to

		eidetic reduction; intentionality as a key to phenomenological analysis.	interpretation problems; Husserl's thoughts of now as 'past' require correction and controlled attention to lived evidence (Reeder, 1986).
Heidegger, 1927	Being and Time	Theory of Da-sein (There-Being); holistic view of the Being as unified phenomenon; hermeneutics as interpretation.	No reconciliation between Ideal Being and Real Being; rarely mentions intentions; omits explication of the subject and lacks sense of seeing (Haynes, 2001).
Merleau-Ponty, 1945	Phenomenology of Perception	Perception is both intentional and essentially bodily. Critique of empiricism and intellectualism; phenomenology is about describing, not explaining or analysing; analytical reflection starts from our experience; shows what is wrong with idealism and realism.	No conclusive refutation of either empiricism or intellectualism; being critical to both, however, does not reject either of them; the same with realism and idealism. (Keat, 2013).

**Table 7: Philosophers and their works** (Developed by Author)

*Husserl* has been assimilated by so many as 'the father of existential phenomenology' (Bernet, Kern and Marbach, 1993, p.xi). Existential phenomenology is characterised as reflective and descriptive with the focus on individual human subjectivity (Bernet et al., 1993, p.xii). It seeks to describe lived experience and focuses on the life-world of the individual (Thompson et al., 1989, p.135). In order to make an informed business decision, the manager uses a combination of personal experience as a source of knowledge, and *transcendental subjectivity* which is, in Husserlian terms, a special attitude of mind that leads to its intuition. This is the seizing of entrepreneurial opportunity where the individual experience of the manager as a businessman is interlinked with his/her intuition of the potential success or failure of a business development.

*Heidegger* emphasises that phenomenology is 'neither a standpoint nor a direction' and signifies primarily *a concept of method*. Phenomenology deals with 'something self-evident'



and characterises objects of philosophical research in terms of ‘how’ rather than ‘what’ (Heidegger, 1996). This thesis focuses more on *how* middle managers make their choices of induced or autonomous entrepreneurial behaviour in order to address a balance between the two, and *how* they use internal factors to facilitate the process, rather than on investigation of *what* the balance is and *what* the internal factors are. *Merleau-Ponty*’s views on perception are central to the current research in its exploration of the ways in which middle management seeks to address the balance between two strategic behaviours. Taking into consideration the notion that perception, to Merleau-Ponty, is the ground of both the subjectivity and the objectivity of experience and not a merely a mental event but the states of our bodily behaviour, the research entails an examination, not only of the middle ground between two behaviours, but also an exploration and description of the ground on which these behaviours are built.

### **3.3 Methodological Orientation**

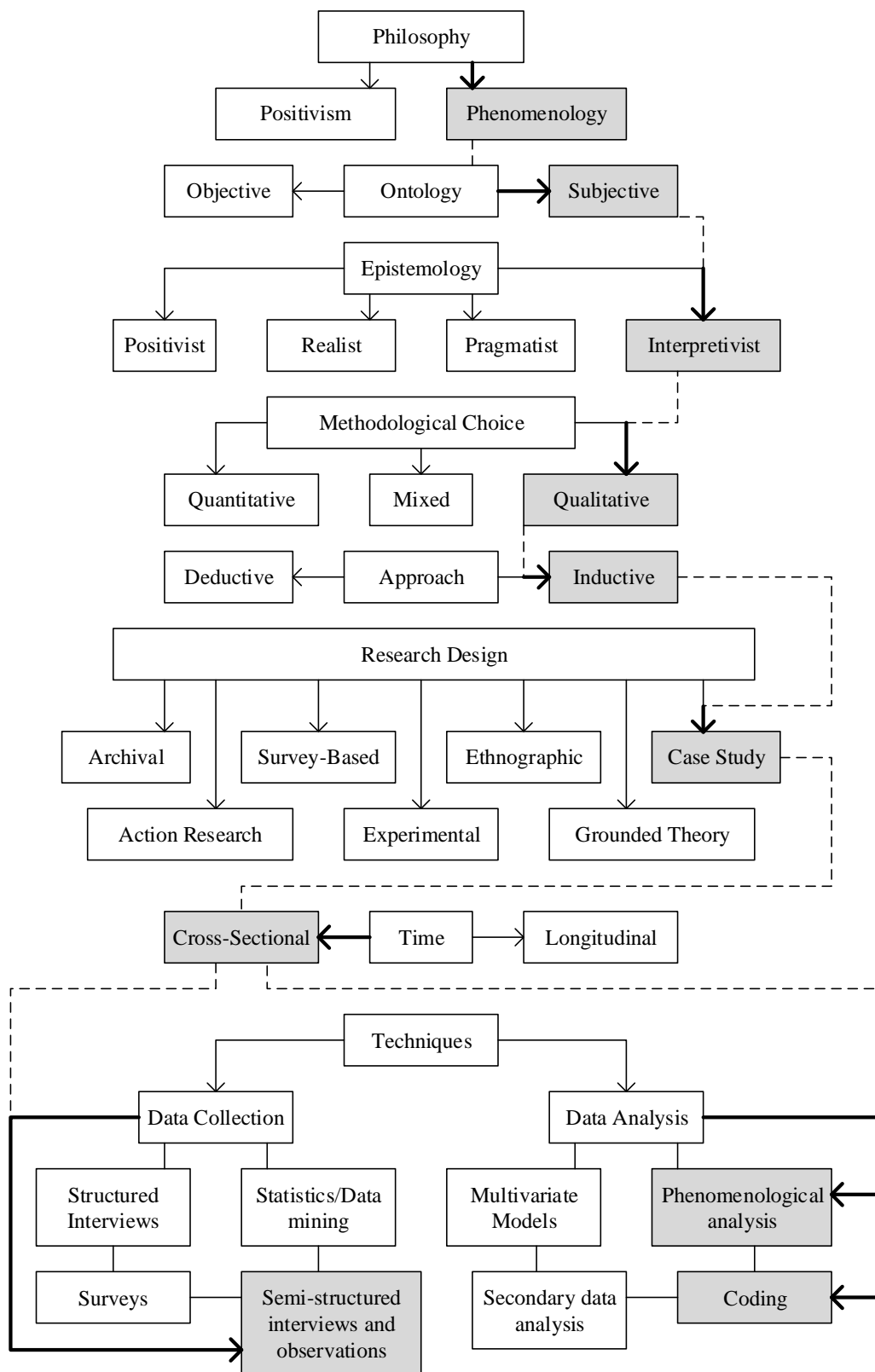
Research in entrepreneurship may take a number of positions. Carson et al. (2005) argue that the research can be firmly positioned within the scientific domain which adopts scientific methods of quantitative approaches and yields the precise aims and objectives with propositions and hypotheses to be tested (Fellows and Liu, 2009). Quantitative research is based on a measurement of quantity or amount, and is applicable to phenomena that can be expressed in terms of quantity (Kothari, 2004). The fundamental task of corporate entrepreneurs is to test new ideas in the marketplace and to use scarce resources thwarted by financial constraints more efficiently (Acs and Audretsch, 2010). In order to prevent organisations’ welfare loss and to explain the causality of it in the light of funded projects, researchers use an appropriate set of quantitative approaches to determine the role of corporate entrepreneurs in the economic activity of the company. Such important organisational characteristics as size, rate of growth, profitability, transaction and production costs certainly need to be recognised when making judgements about the outcome of corporate entrepreneurial behaviour and may justify the choice of quantitative methods; however, taking into consideration that the entrepreneurial process is a multilevel phenomenon, and that demarcating entrepreneurial initiatives on an individual or organisational level is difficult to do, the research becomes more qualitative than quantitative in nature.

### ***3.3.1 Reasoning for the Choice of Methodological Orientation***

This thesis is not focused on describing the typical entrepreneurial behaviours of middle managers, but rather on examining the factors involved in companies addressing the balance based on middle managers' decision to act entrepreneurially in the form of autonomous or induced behaviours. Based on the prior literature, middle-level managers' perception of entrepreneurial initiatives and underlying organisational internal factors are critical to addressing the balance. If organisations do not understand the importance of internal factors that influence managers' decision to act entrepreneurially, then they will be less able to create an environment that prompts addressing the balance between two types of behaviour.

Phenomenology, therefore, has been chosen for this study as it centres on qualitative exploratory-based research, and is concerned with the unique personality, experience and belief system of each person. The choice of this orientation is appropriate for this study as it is primarily concerned with the personal experiences of middle managers and how their individual perception of internal factors influences their choice of strategic entrepreneurial behaviour.

The map given below (see Figure 7) illustrates the choices which have been made for the methodological orientation.



**Figure 7: Methodological orientation** (Developed by Author)

Two conditions justify the use of exploratory research in the current study. First, the limited understanding of the phenomena encourages gaining novel and fresh insights into the process of addressing the balance. Second, to enrich understanding of the process with qualitative descriptions combined with an inductive approach. Such an approach is useful where the boundaries between the phenomenon and the context are not clearly evident (Yin, 1994), as in the UAE context.

There is limited theoretical knowledge concerning middle managers' entrepreneurial behaviour in the UAE context. Based on the literature, an inductive approach has been chosen for this research paper for two reasons: the immersion in rich data enables the inspiration of new ideas; and the opportunity to develop a holistic view of the process of addressing the balance in order to understand the complex interrelationships amongst all elements present in a particular case (Stake, 1995; Patton and Appelbaum, 2003). An inductive research strategy lets theory emerge from the data and is a valuable starting point which is featured quite prominently in many case-based research papers (Siggelkow, 2007, p.21). The overall research design takes a qualitative subjectivist approach which operates within the interpretive paradigm of inquiry (Neergaard and Ulhoi, 2007, p.383; Wimmer and Dominick, 2014, p.117). Interpretive methodologies focus primarily on understanding and accounting for the meaning of human experiences and actions (Fossey et al., 2002, p.720). Hence, a qualitative methodology allows the observation and recording of middle managers' behaviour over a period of time.

### **3.4 Research Design: Case Study**

The research is structured on an extended exploratory multiple case study. A case study is 'a research strategy to be linked to an experiment, a history, or a simulation' and it attempts to examine 'a contemporary phenomenon in its real-life context' when 'the boundaries between phenomenon and context are not clearly evident' (Yin, 1981, p.59). Case studies promote an 'understanding [of] the dynamics present within single settings' (Eisenhardt, 1989, p.533). Multiple case design permits 'replication' logic (Yin, 1994, p.50) which allows literal or theoretical replication and cross-case comparison (Darke et al., 1998, p.281). There is no ideal number of cases to be studied; however, this number depends on the focus of the research question (Darke et al., 1998, p.281). Eisenhardt (1989) suggests four to ten cases to provide descriptions of phenomena and develop theory. 'An organisation is entrepreneurial if

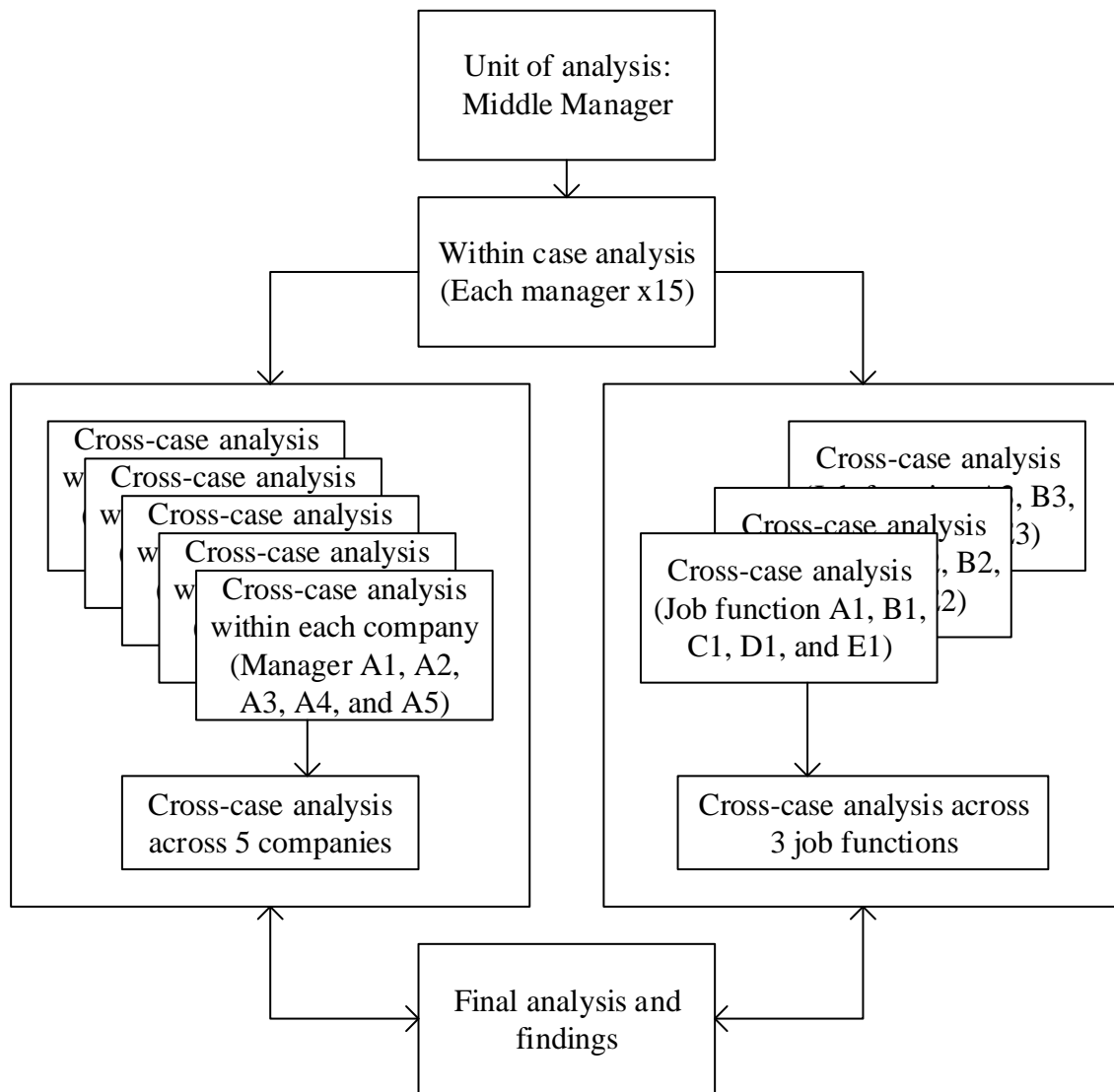
it develops higher than average number of new products and/or new markets' (Jennings and Lumpkin, 1989, p.489). Multiple case study research is a particular collection of single cases (Stake, 2006). Multiple cases also enable broader exploration of the research question because constructs and relationships are more delineated and deeply grounded in varied empirical evidence (Eisenhardt and Graebner, 2007, p.27). Case studies as qualitative methods have been gaining acceptance in the entrepreneurship research community (Perren and Ram, 2004, p.83) because CE exists at the intersection of corporation and entrepreneurship (Burgelman, 1983a, b, c; Kuratko et al., 1990; Covin and Slevin, 1991; Hornsby et al., 1993; Zahra, 1993, 1995). Yin (2003) explains that case study design is a suitable methodology for situations where multiple sources of evidence and various variables are embedded in the context of investigation. There are three types of case study: exploratory, descriptive and explanatory (Yin, 1981; De Massis and Kotlar, 2014). The present research uses an exploratory case study because the aim is 'to understand how a phenomenon takes place' (De Massis and Kotlar, 2014, p.16). A typical research question suitable for an exploratory case study includes the word *how* and the case study is employed to gain an understanding of how the unexplored dynamics of addressing the balance between two entrepreneurial behaviours work on the level of middle management.

#### ***3.4.1 Unit of Analysis***

A very important step in the application of the case study design to the research is the choice of the unit of analysis. The unit of analysis prescribes that 'research data collection and analysis should be centred on units of analysis identified prior to the beginning of the research study' (Kock, 2007, p.103). The unit of analysis can be defined as 'a phenomenon of some sort occurring in a bounded context' (Miles and Huberman, 1994, p.25). The working definition of corporate entrepreneurship and the research question of the study are incorporated to set the unit of analysis. Burgelman (1983c) says: 'Corporate entrepreneurship refers to the process whereby firms engage in diversification through internal development. Such diversification requires new resource combination to extend the firm's activities in areas unrelated, or marginally related, to its current domain of competence and corresponding opportunity set' (p.1349). Overall, the literature (1) identifies two types of strategic entrepreneurial behaviour that influence firms' internal development, (2) describes the organisational internal factors which are likely to influence entrepreneurial behaviour, and

(3) suggests roles for middle-level managers and strategic action in combining the firm's manifold capabilities and utilising resources in a new way to achieve the required diversification. But the literature does not reveal how firms actually address the balance between those two strategic entrepreneurial actions. Hence, this current thesis asks: *How do middle managers address the balance between autonomous and induced entrepreneurial behaviour?* Considering the research question, the study has determined the unit of analysis which is **individual middle-level managers in their job functions** of five companies in the UAE context: company A managers A1, A2, A3, whereby manager "1" represents project managers, manager "2" represents marketing managers and manager "3" represents sales managers. Similarly, company B consists of managers B1, B2, B3; company C managers C1, C2, C3; company D managers D1, D2, D3; company E managers E1, E2, E3 (see Figure 8).

In order to avoid the pitfalls associated with having too many objectives for one study, Baxter and Jack (2008) suggest 'placing boundaries' (p.546) by including a concise definition of autonomous and induced behaviour. Thus, according to Burgelman (1983c), 'induced strategic behaviour fits in the existing categories used in the firm's strategic planning, and takes place in relationship to its familiar external environments', whilst 'autonomous strategic behaviour does not fit in the existing categories used in the strategic planning of the firm: it falls outside of its current concept of strategy' (p.1350).



**Figure 8: Unit of Analysis** (Developed by Author)

Following Burgelman (1983a), one can assert that maintaining a balance between induced and autonomous strategic initiatives presents a major challenge for top management (p.68). Zahra et al., (2013) allude to the internal firm-specific variables as influencers on employees' perceptions, attitudes and behaviour. Therefore, it is important to consider middle managers' responses to internal factors that they perceive to be a part of an organisational culture that fosters entrepreneurial behaviour (Kuratko and Hornsby, 1999, p.13).

### 3.4.2 Case Study Selection

Over a three-month period, a number of opportunities to collect data related to the research question and unit of analysis have been presented by the Dubai business environment. There is a wide range of sampling strategies available to conduct qualitative research. According to Miles et al., (2014), *sampling* means to take a smaller chunk of a larger universe. Despite the vast array of cases, some cases were rejected because they did not fit the *purposive sample* (Corbin and Strauss, 1990; Patton, 1990; Coyne, 1997). Patton (1990) defines purposive sampling as a logical and powerful method in selecting cases for study in-depth which provide rich information for the purpose of the research. Hence, the present research draws a purposive sample of cases that are tailored to the study (Stake, 2006).

The case selection was developed through a personal contact of a chosen company or requesting permission to collect data from an organisation where the researcher was previously employed. For this research, data was collected and fully developed from five cases with an additional case study X which was used for the pilot study and as a polar-type deviant case. Based on purposive sampling strategies, the current research has set the sample frame (Table 8) in order to facilitate making sampling decisions about what to observe, whom to talk to and what to write down. Even though case studies typically involve the use of small samples, the choice of the sample size is still an important consideration (Stake, 2006; Onwuegbuzie and Leech, 2007). Table 8 summarises the profile of the companies under study in relation to the criteria set out in the sample frame. The setting for this study is UAE multinational companies from different industries: real estate, food and beverages, telecoms and soft commodity, which is appropriate for several reasons. First, the selection criteria of the companies allow broader understanding of the research question. The key advantage of this study is that the firms have been chosen from different industries which minimises the bias of results interpretation found in one industry. Second, entrepreneurial firms have been chosen because they are likely to use the vast array of strategic initiatives to combine their resources for diversification. Third, the choice of MNCs has provided easier access to people as the selection process in the UAE region is quite challenging due to a number of reasons: different sizes of companies, different and no specific culture, and managers' unwillingness to participate. The key feature of these selection criteria is that there are no regulatory profiles of given companies. All of them are not highly regulated in



comparison with companies from the pharmaceuticals, nuclear or airspace industries, thus allowing a close comparison of strategic entrepreneurial initiatives.

Sample Criteria	Indicative Factors	Company					
		A	B	C	D	E	X
MNC with local offices	Number of employees in the UAE	185	Over 250	Over 250	16,000	Over 3000	Over 200
	Global operations	Yes	Yes	Yes	Yes	Yes	Yes
Type of business structure	Ownership	Family business	Family business	Public limited company (PLC)	Family business	Family business	PJSC
Industry	Primary						
	Secondary (manufacturing)				Yes		
	Tertiary (service)	Real Estate			Various		Financial sector
	Quaternary (Hi-tech)			Telecom			
	Goods		Trade (soft commodity)			Food & Beverage	
People to interview: middle managers	Project manager – marketing manager – sales manager	Yes	Yes	Yes	Yes	Yes	Yes
Level of CE	Analysers	Yes	Yes				
	Defenders				Yes		
	Prospectors			Yes		Yes	
	Reactors						Yes

**Table 8: Sample Frame** (Developed by Author)

Based on the situations presented by the different interests of top management with regard to entrepreneurial initiatives (Burgelman, 1983c, p.1356), each chosen firm is nested within the categories of Miles and Snow's (1978) typology. Miles and Snow's (1978) typology reflects on Burgelman's (1983a, b) distinction between autonomous and induced strategic behaviour. Depending on the firms' strategic decisions as to how to react to continuous change either in products or a market, Table 9 depicts firms' business strategies along with two types of

strategic entrepreneurial behaviour towards those changes. Table 9 demonstrates the purposeful selection of companies with distinct corporate entrepreneurial behaviour suitable for the needs of the research which are directed by a desire to include some range of variations of the phenomena in the study (Coyne, 1997).

<b>Analysers</b> Firms with both induced and autonomous strategic behaviour. Minimise risk whilst maximising the opportunity for profit. Present combination of <i>Prospector</i> and <i>Defender</i> : imitation of most successful innovations of prospectors through maintaining stability in product and market areas. Growth through market penetration. Hybrid domain: changing and stable.	<b>Defenders</b> Emphasise <i>induced strategic behaviour</i> . Have clear concept of corporate strategy based on stability. Top management. Narrow product-market domain. Small niche within the industry. Technological efficiency created on a predictable, continuous basis. Cautious and incremental growth. Maintain strict control of the organisation to ensure efficiency. Lack of creativity and renewal as the long-run danger.
<b>Prospectors</b> Emphasise <i>autonomous strategic behaviour</i> . Finding and exploiting new product and market opportunities. Innovator. Locate new areas of opportunity. Domain is broad and continuously developing. Can respond to the demand of future. The main problem is the risk of low profitability and overextension of resources.	<b>Reactors</b> Pattern of adjustment to environment is inconsistent and unstable. Responding inappropriately to environmental change and uncertainty. Performing poorly. No clear strategy either for induced or autonomous strategic behaviour. Make adjustments only when forced by environmental change.

**Table 9: Business strategies against firm-level entrepreneurial initiatives** (Adopted from Miles and Snow (1978))

This provides a reasonable foundation for guiding the choice of case selection and linking them to the research design. Atypical cases or polar types have been sought to understand the entire range of experiences and phenomena as one of the deciding factors to guide the selection of case studies (Pettigrew, 1990; Morse, 1991). In the present paper, polar types are based on the number of successful projects realised by the firms. Case study X has been chosen as a polar type used for the pilot study (see Table 8). As the project originates from the requirement to meet a client's need, project success is considered by the users as the ability to satisfy their needs and the long-term utilisation of the project outcome (Munns and Bjeirmi, 1996, p.83; Shenhar et al., 1997, p.6; Bakker et al., 2010, p.3).

### 3.4.3 Selection of Respondents

In order to ensure the adequacy of selection of respondents and optimal data quality, participants are chosen from those who best represent and have knowledge of the research topic. The way that the two opposing entrepreneurial behaviours constitute middle managers' innovative activities and co-exist within the companies is a key component of the corporate entrepreneurship interface which is largely unexplored. The study aims to examine how middle managers address the balance between induced and autonomous entrepreneurial behaviour, and elucidate the internal organisational factors that cause a change in the balance between the two strategic entrepreneurial initiatives. Following Marshall's advice (1996), a combination of three sampling strategies was used in the current research. Since the total population of key informants was small, the *convenience sample* approach was used to reach 'the most accessible subjects' such as middle-level managers (Marshall, 1996, p.523). It could be explained by the notion that the top management in UAE companies are a 'hard to reach' population (Trotter, 2012, p.400), whereas junior managers are less likely to have particular knowledge of the topic and specific information which is deliberately sought. It is worth mentioning that there was an element of judgement approach to ensure that all selected managers had an entrepreneurial background.

The *judgement sample* approach, also known as *purposeful sample* (Marshall, 1996, p.523), was used to select the most information-rich managers across the different job functions in order to answer the research question. The preliminary use of purposeful sampling was to determine which overarching job functions were to be acquired and qualified for the research. This was concluded to analysing three project managers, three marketing managers, and three sales managers from five different companies which determined rich sources of information and were selected 'according to the aims of the research' (Coyne, 1997, p.624). The participants were stratified according to their perception of the five internal factors, personal experience, and according to their job function in the company. The third approach, the *theoretical sample approach*, which may be seen as a variation within purposeful sampling (Patton, 1990; Sandelowski, 1993, 1995; Coyne, 1997), was used when an interpretative framework was developed through the emergence of middle managers' real-life events, experiences and incidents on the basis of their potential representation of theoretical constructs (Patton, 1990, p.177). Instances of middle managers' interaction with

organisational internal factors as antecedents of entrepreneurial behaviour were based on theoretical premises representing the phenomenon under study.

In the initial stage of research, three middle managers from the company chosen for the pilot study, along with 12 middle managers from four other companies were sampled and analysed. However, to reach a degree of theoretical saturation, another company was added, which increased the sample size to 15 middle managers apart from the three managers of the pilot study. The majority of reviewed articles recommended that the size of purposive samples ought to be established inductively and the smallest acceptable sample size for phenomenological study could be at least six participants (Morse, 1994, p.225). Creswell (1998, p.64) ranged from between five and 25 interviews for phenomenological study with as many as ten individuals (Creswell and Poth, 2017, p.161). Moreover, Sandelowski (1993, 1995) and Patton's (1990) views offered concurrence that all types of sampling in qualitative research may be encompassed under the broad term of purposeful sampling. This proved to be beneficial when using theoretical sampling to determine the validity of the data obtained and reach a conclusive judgement within the qualitative research.

### **3.5 Data Collection**

Fieldwork is the most common way qualitative researchers work on data collection. *Fieldwork* refers to the way a researcher presents himself/or herself as a visitor who comes to learn and who wants to know what it is like to be the employees of the company under study, but not as a person who knows everything and wants to be like employees (Bogdan and Biklen, 2007, p.82). The main goal in achieving quality fieldwork is to establish a relationship, which is particularly challenging when the study is conducted in a different culture or multicultural environment. The fieldwork in all five companies began with document analysis and semi-structured interviews with three middle-level managers from the project, marketing and sales departments, and participant observation. Prior to the interviews, analysis of the related company documentation was made by the candidate. It is important to note that the companies in the UAE frequently decline researchers' requests to access their documentation. In most cases, it is limited to standardised governmental contracts, minutiae notes from negotiations agendas, and official documents related to the structure of a company. This comparatively brief set of companies' documents was collected by the

candidate with the intention of capturing a database for further exploration which is corroborated by the interviews. Basic information includes:

- a. Title and job description
- b. Working hours and extra hours
- c. Basic salary and allowance
- d. Holidays
- e. Mission and vision
- f. Organisational structure
- g. List of past projects
- h. List of current projects

In compiling various data sources and tools for data collection, it is important to understand that the data that result from qualitative research are markedly rich in scope and provide an in-depth glimpse of themes and issues (Given, 2007). Ostensibly, the data are open and available. However, whilst some firms are helpful and provide personnel to assist, others restrict the access only to certain people or material. This can be explained by the different cultures and structures of a company and its personnel.

### *3.5.1 Accessibility*

The need for robust data is obviously of fundamental importance for any research programme. It is important to understand that companies operating in the UAE do not welcome researchers 'out of town' without someone giving assurance of the sincerity and scientific purposes of their interests. Therefore, gaining access requires 'a sponsor'.

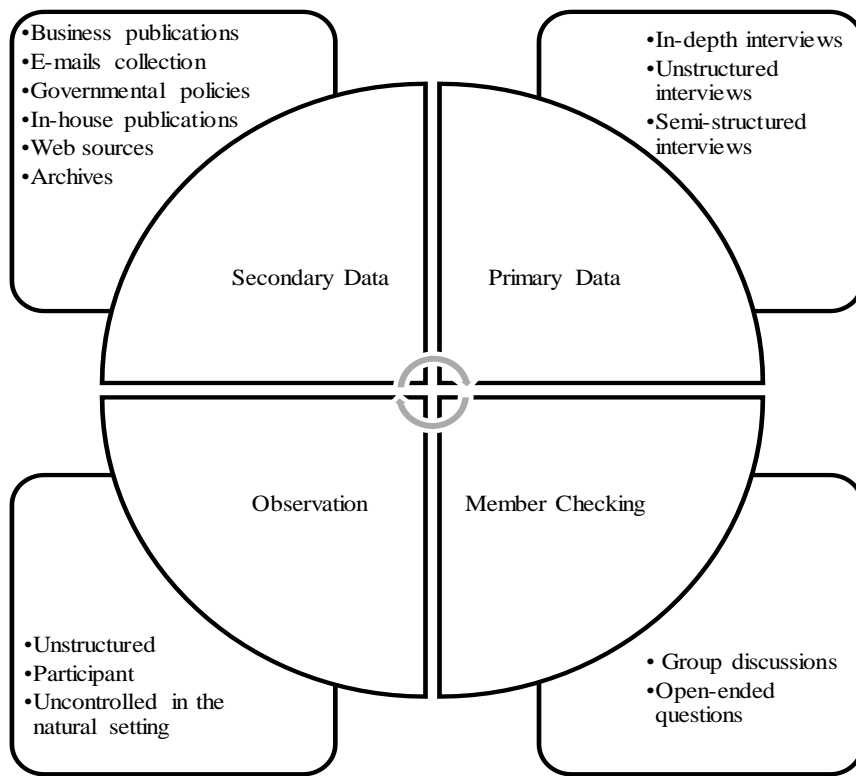
*Data* are composed of the raw unprocessed details and facts, and can include transcripts, field notes, video and audio recordings, personal documents and memos (Crowther and Lancaster, 2008, p.87; Bogdan and Biklen, 1982, p.1). As a significant contribution to organisational culture, data are created and used in all daily operations (Haug et al., 2009). The extension of the UAE markets and the growth of competition is a great obstacle for a company's data accessibility. *Data accessibility* refers to 'the relative ease with which data can be retrieved and manipulated by data consumers to meet their needs' (The Transportation Research Board of the National Academies, 2010, p.II-40). This study uses two typical sources of data: secondary and primary.

*Secondary data* are information that has been already collected and is available in some form to the researcher (Crowther and Lancaster, 2008) and may be defined as ‘data which have not been collected with a specific research question in mind’ (Emanuelson and Egenvall, 2014, p.300). Various sources are available for the secondary data collection. Companies’ websites provide sufficient information on business areas and future orientations. Monthly and weekly periodicals such as *Business Week* or *Property Weekly* illuminate the level of market competition and companies’ position in the market. The main advantage of the secondary data is that they are relatively easy to access due to the digitalisation of many sources. However, the use of companies’ data archives requires special permission from top management which usually grants access to all internal secondary data. They include company reports, internal memos and PR announcements. In terms of population, events and data management, much of this information already exists in the form of external secondary data. The government system in the UAE produces substantial published, syndicated and computerised reports that can be easily accessed and used extensively by researchers.

*Primary data* refers to data that have been collected with a specific research question in mind (Emanuelson and Egenvall, 2014, p.299). Crowther and Lancaster (2008) define primary data as data that are collected for the first time for the purpose of the study at hand and comprise observations, interviews and surveys (p.74). The five selected companies enable the researcher to build an understanding of managers’ choice in regard to induced or autonomous behaviour. Collecting primary data through observation which involves looking and noting, interviewing managers and surveying personnel requires companies’ written confirmation stating full access to the data. Upon receipt of a letter of support from the Edinburgh Business School, five participating companies issued documented letters in order to substantiate the accessibility of the data for the study. In order to secure the required degree of accessibility, the researcher approached the companies carefully beforehand to ensure that they would definitely provide access to the data.

### ***3.5.2 Qualitative Data***

This study uses a combination of secondary and primary data to explore middle managers’ entrepreneurial behaviour and how they address the balance between induced and autonomous initiatives (Figure 9).



**Figure 9: Data collection cycle** (Developed from Kothari, 2004; Heaton, 2004 and Given, 2007)

The re-use of other researchers' data sets and researcher's own data from his/her primary work facilitates verification, refutation and refinement of the research results (Heaton, 2004). According to Bishop (2007), secondary data analysis is very similar to working with primary data in the sense of always working back and forth: from questions to data and back, from one data source to another, and from data to explanation and back.

### 3.5.3 Secondary Data

Secondary data are those which have already been collected and analysed by someone else, and are already available (Kothari, 2004). Several secondary data sources were used such as extensive archives, business publications, electronic copies of UAE governmental policies, corporate materials and website sources of companies and governmental organisations. Neergaard and Ulhoi (2007) note that when collecting emails in real time, it is possible to determine which data are relevant for answering the research question and, therefore, emails are not a biased source of data and are similar to face-to-face meetings.

#### **3.5.4 Primary data**

Primary data are those which are collected afresh and for the first time, and thus original in character (Kothari, 2004).

*In-depth interviews and group discussions* apply a qualitative focus on the experiences of participants and the meanings they assign to those experiences from their subjective points of view (Seidman, 2013, p.17). In Seidman's terms, *the interview* is a structured three-stage process which consists of establishing the context of the interviewees' experience, construction of the experience, and reflection on the meaning it holds (Seidman, 2013). However, Wimpenny and Gass (2000) warn that many research questions arise from the researcher and therefore 'a conceptual map of the phenomenon already exists and it is this map that may limit the interview and reduce potential depth' (p.1490).

*Unstructured observations* refer to the importance of the context and the co-construction of the knowledge between researcher and observant (Mulhall, 2003, p.306). The emphasis is on the physical environment: place as the most natural setting. According to Mulhall (2003), being a part of a culture allows the researcher to consider how internal factors influence middle-level managers' decision-making process. Kothari (2004) argues that the observational procedure is most likely to be unstructured in an exploratory study.

*Open-ended questions* were used in focus groups as 'they require more efforts on the part of the respondent' and leave 'the interpretation of the question up to the respondent' (Curtis, 2007, p.9).

#### **3.5.5 Developing Questions for Qualitative Interview from the Corporate Entrepreneurship Assessment Instrument (CEAI)**

Initially the CEAI was developed to measure the organisational factors that enable corporate entrepreneurial activity within a company. Developed by Hornsby et al. (2002), CEAI is an instrument used to empirically identify the conditions or internal factors under which middle managers' entrepreneurial initiatives happen. It includes five dimensions: managers' support; time availability; work discretion; rewards system; organisational boundaries. Hornsby et al. (2002) suggest that linking the instrument's five dimensions to various factors is necessary for corporate entrepreneurship (p.270). According to the authors, given the concentration of middle managers' perception of internal factors within the organisational context and further



exploration of such factors such as industry type and culture, this opens the possibility for future research where little is known about the set of factors necessary to foster individual entrepreneurship amongst managers and corporate entrepreneurship within the company's domain in general (Hornsby et al., 2002). Initially, the instrument consisted of 84 Likert-style questions to assess a firm's entrepreneurial environment. The CEAI confirmed the existence of five dimensions and affirmed their importance for the development of entrepreneurial initiatives in the firms. The instrument was developed as a diagnostic tool to spur and foster corporate entrepreneurship efforts and strategies. The sample size used by Hornsby et al. (2000) for the CEAI was large (231 and 530 middle managers from two separate samples) and based on US and Canadian firms.

It is important to note that this thesis gives particular attention to detailed descriptions of internal factors which oppose Hornsby et al.'s (2002) parsimonious illustration of them, and in an effort to link middle managers' perception of internal factors to address the balance between autonomous and induced behaviours. Examining internal organisational factors in the UAE multinational business and culturally diverse social environment, which is different from US and Canadian firms in terms of its national and organisational cultural background, lays the foundation for establishing a new platform for the qualitative research inquiry that appears appropriate due to the novelty of exploration. The sample size in the current research consists of five firms and 15 respondents who describe 'how they feel' about organisational internal factors as influencers on entrepreneurial initiatives within the company. In this research, the questions designed for the CEAI are reformulated and restructured to fit the requirements of qualitative in-depth, semi-structured interviews within an interpretive paradigm. The headings of five dimensions (management support, work autonomy/discretion, rewards/reinforcements, time availability and structure/boundaries) were converted into questions suitable for semi-structured and unstructured interviews, and followed by sub-questions for the interviewer's clarification (see Appendix B.1).

The way in which the interviews were conducted consisted of a combination of both a formal and informal approach. This was attributed to the reason behind the length of the interview period at one and a half to two hours. At the beginning of each interview, the candidate managed to facilitate an initial colloquial conversation with the interview subjects within an unobtrusive yet stimulating setting, such as a quiet coffee shop, the interviewed managers'

office or the researcher's workplace as well. The familiar space and casual conversation, such as asking mundane personal questions in the initial stage of the interview, allowed the collection of data to be unrestrictive and to a certain degree, less biased as the managers were given an opportunity to respond in an environment free from 'overly-professional' constraints. This provided unfiltered and multifaceted answers which allowed for a further rigorous analysis of the gathered data.

The style of questions asked throughout the interview process was cultivated to derive substantial and relevant answers from the interview subjects by asking questions that did not pose a difficulty in answering too early in the interview. This was executed by having questions transition from simple to mild to more challenging. Thus, the candidate could ask more sensitive questions later in the interview. Moreover, the chronological and semi-structured interview questions permitted a minimised exaggeration of answers.

An aspect which was deliberated was the accuracy of the answers posed by the interviewees. It can be suggested that due to the intent to appease the interviewer, subjects may have exaggerated or been superfluous in contrast to the candidate's expectations. However, it may also be speculated that in regard to minimal knowledge on a sequestered topic of discussion, the interview subjects may have not presented a palpable answer to all questions.

Some examples of interview questions are as follows:

Main question converted from the CEAI headings: *In your opinion, does management support corporate entrepreneurship? If so, how is this done in your company?*

Clarifying prompts for the interviewer:

- *How quickly is your organisation using improved work methods?*
- *How often does your organisation use improved work methods that are developed by employees?*
- *What is the level of top management's awareness of one's ideas and suggestions and how receptive they are?*

The questions were piloted to cover all five dimensions of the internal organisational factors to test the understanding and viability of the questions. The interview questions have been designed to cover antecedents for corporate entrepreneurship derived from the research

framework for this thesis. Adopting phenomenological philosophy, an inductive approach and qualitative interview methodology, a few data collection techniques have been used such as the recording and transcription of semi-structured and unstructured interviews, a set of questions beginning with ‘how’ and ‘what’ which is appropriate for qualitative research, and the jotting of unstructured observations.

### ***3.5.6 Direct Observations: Critical Incident Technique***

In order to capture the thought process, feelings and present circumstances that are common for observations and unstructured interviews (Bryman, 1989), the Critical Incident Technique (CIT) has been introduced to underpin middle-level managers’ practical experience of the company’s environment.

The first time CIT was described was by Flanagan (1954) as a procedure for collecting direct observations of human behaviour, which have special significance and usefulness for solving practical problems. By an incident, Flanagan (1954) meant any observable human activity that permitted inferences and predictions about the person performing the act. In this study ‘the person’ is a middle manager. Flanagan (1954) explains that to be critical, an incident must occur in a situation (five internal factors) where the intent of the act seems clear to the observer and where its consequences are sufficiently definite about its effects (outcomes). Later, CIT was developed by Chell et al. (1991) and applied to explore behavioural differences between business owners of small to medium-sized enterprises across a range of business sectors.

In this study, CIT was used to gather middle managers’ feedback on their company experience, and initially highlighted specific fragments of the text or notes. The middle managers were asked to elaborate on ‘how’ negative or positive an incident was, or on ‘how’ it influenced a relationship. Special attention was paid to documenting multiple instances of a certain critical incident for a particular individual or multiple incidents that happened in the same context (Gremler, 2004, p.78). The qualitative incident technique was employed to compliment the interview questionnaire of gathering middle managers’ feedback to find out what is significant to the participants, and to obtain valid and reliable data on which middle managers base their decisions.

According to Bryman (1989), CIT has elements in common with observation and unstructured interviews which are examples used in qualitative research to capture the thought process, feelings and present circumstances. Assuming a phenomenological approach, Chell (2004) has developed an alternative to Flanagan's definition to the method: "The critical interview technique is a qualitative interview procedure, which facilitates the investigation of significant occurrences (events, incidents, processes or issues), identified by the respondent, the way they are managed, and the outcomes in terms of perceived effects." The objective is to gain an understanding of the incident from the perspective of the individual, "taking into account cognitive, affective and behavioural elements" (p.48).

### **3.5.7 Research Ethics**

In the complex global business environment, research ethics are an important issue which requires serious consideration and must not be disregarded. The most essential ethical issues facing any research programme are honesty and commitment to treating every research participant fairly, and maintaining high ethical standards with appropriate levels of confidentiality and anonymity. A relationship of trust between a researcher and participant may be a key determinant of the research programme success (Dyer, 1985). In general terms, *research* means activity intended to investigate, document, bring to light, analyse and create knowledge for the benefit of society (Castellano, 2004, p.97). According to Angle (2004), *ethics* means the judgement and critique of bad or good in behaviour. Ethics is the degree of respect in behaviour and 'a desire to achieve a higher plane of moral conduct' (Dyer, 1985, p.75).

There are two types of ethics in research: *procedural ethics* involves seeking approval from an authorised body to undertake research involving humans, whilst '*ethics in practice*' are related to everyday ethical issues that arise in the course of research (Guillemin, and Gillam, 2004, p.263). In terms of procedural ethics, the study is supported by the issuance of the letter from the Edinburgh Business School confirming the status of the researcher and his/her compliance with the University guidelines of ethics and confidentiality. During visits to the companies, the researcher explained the methodology using jargon-free language that the companies' representatives could understand. Some issues of potential concern to the company are covered; for example, emails describing the purpose of the research, its aims and objectives were sent to all selected companies prior to the appointments. A sample of the

questionnaire was attached to familiarise participants with the scope of the questions to be included during the interviews.

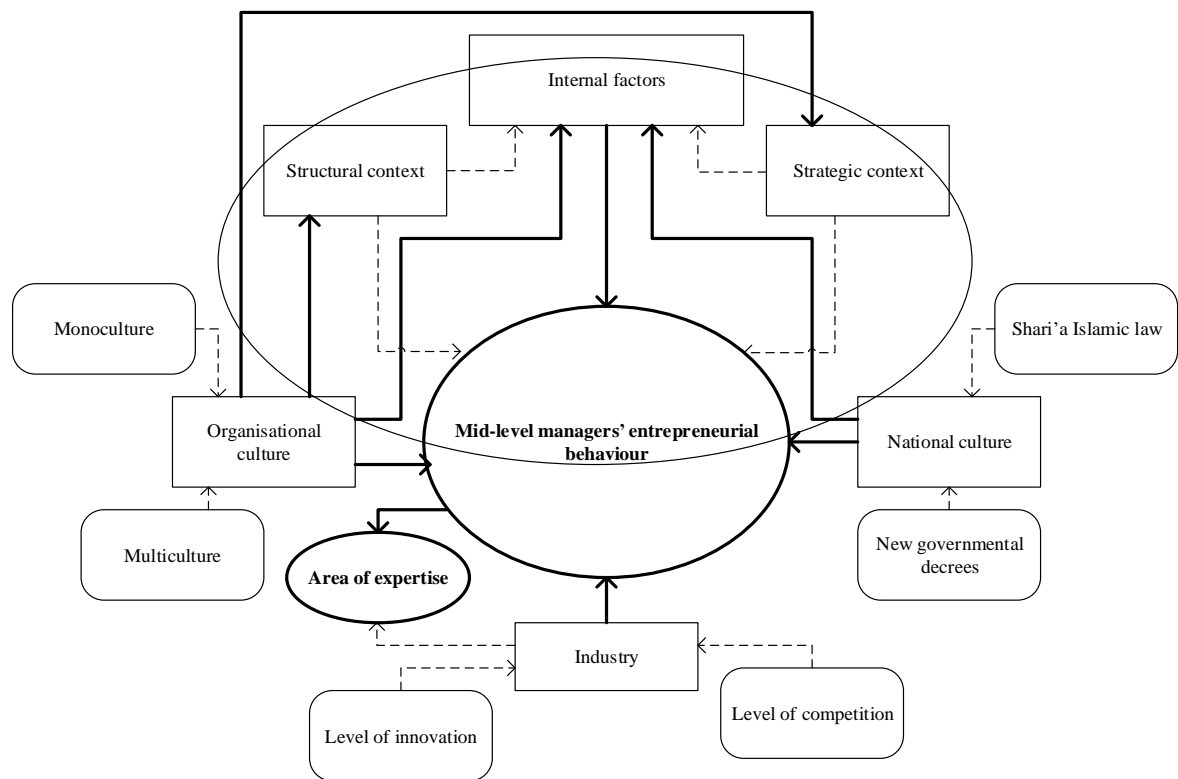
The present study is substantially the researcher's own work and it does not involve any external assistance. The research is undertaken in multicultural and diverse companies' environments. It requires a careful consideration of the local culture, which is intertwined with the other participants' cultural backgrounds. As an example of 'ethics in practice', a handshake as a greeting is a highly sensitive issue in the Middle East, and the researcher must not initiate it unless the participant is willing to do so first. Any expression of irritation at being kept waiting beyond the scheduled time of the appointment may result in the company completely refusing to participate in the research. Extra caution must be applied when such hyper-sensitive and delicate issues such as tape or video recording are involved. Failure to seek direct consent from the participants to video or tape record the interview will lead to adverse consequences undermining the whole research programme. The anonymity and privacy of those who are participating in the research must be respected. *Anonymity* is a key concern in protecting participants from any possible harm, and the anonymisation process means the removal of research participants' names, job titles, place of work, organisations and other personal identifiers from interview transcripts and other research data (Moore, 2012, p.332).

Sometimes the complex dynamics between participant and researcher should be considered in the ethical code of conduct for addressing dilemma-type issues (Guillemin and Gillam, 2004, p.265). For example, on the one hand, the researcher may assume the position of 'disinterested observer' (Schutz, 1967, p.44) when confidential and delicate issues are disclosed, and he/she may maintain confidentiality by passing over the disclosure and returning to the topic as though nothing has happened; on the other hand, by being empathetic and by 'putting himself in his [participant] place' Schutz (1962, p.174), the researcher offers to help the participant in some way or discuss the situation later. Both options are equally important from an ethical point of view and the situation at hand may determine how the researcher should respond or proceed. In the 'after research' setting, there are a few ethical challenges which may arise from the findings. The researcher must never fabricate data or findings, or embellish the results. Contradictory data must not be omitted; however, the development of results should be based on and supported by the valid data.

Some companies require the finding to be shared, and the researcher may feel a moral duty to disclose them (Mathieu et al., 2013, p.2122). Should new information be found, the research participants have the right to learn about the results and findings. Working according to high ethical standards, the researcher develops a communication plan in order to avoid needless concerns that the findings may cause for participants. The communication plan may be in the form of a panel discussion of findings or a summary of results presented to the collaborating company. Recognition of participants' contribution to the research may increase participants' understanding of and interest in the research purposes and outcomes, as well as feelings of self-worth through their altruistic contribution (Mathieu et al., 2013).

### **3.6 Data Analysis**

The process of systematically searching and arranging the interview transcripts, field notes and other material accumulated during the research is called *data analysis* (Bogdan and Biklen, 2007, p.159) which is seen as three concurrent flows of activity: (1) data condensation, (2) data display, and (3) conclusion drawing/verification (Miles et al., 2014; p.12). Bogdan and Biklen (2007) warn about the difficulty of separating data analysis from data interpretation in the process of doing qualitative research. The authors define *data interpretation* as developing ideas about findings, relating them to the literature and making sense out of collected material, whilst *analysis* involves working, organising and breaking data into manageable units, coding, synthesising and searching for patterns (p.159).



**Figure 10: Major and peripheral influences on middle-level managers' entrepreneurial behaviour** (Developed by Author)

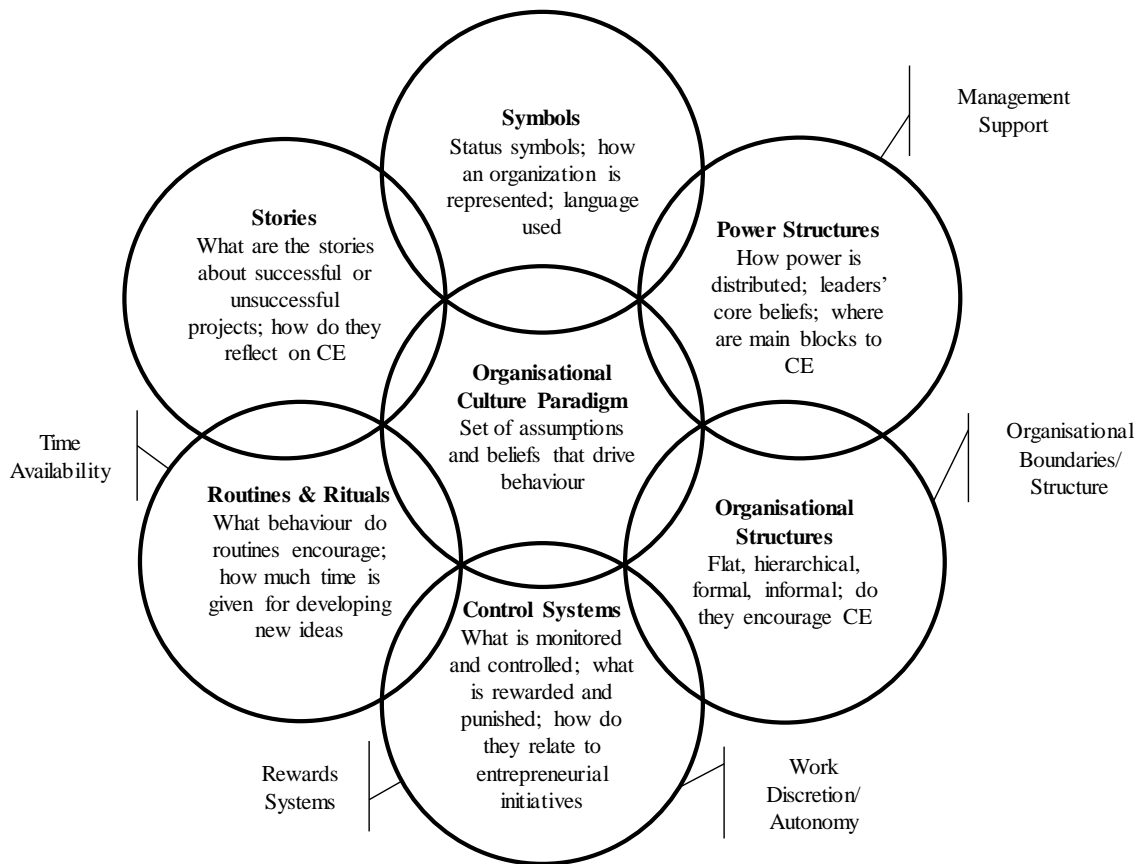
In order to make analysis and interpretation an ongoing part of data collection, the territory of the present study that has been under investigation is mapped to avoid data overload. This helps to select and decide which key factors are most important and which relationship between those factors are to be most meaningful.

Figure 10 includes the same bins and labels as Figure 5. However, it displays different hierarchies and arrows demonstrate the different influences of various factors on each other. Bold arrows suggest a major influence whilst dashed arrows suggest a minimal influence amongst factors affecting middle managers' behaviour. The network looks less symmetrical and reflects the business context where middle managers' entrepreneurial activities take place. The most significant influences on middle managers' behaviour and their interrelationship are circled in the upper part of Figure 10 to demonstrate their relatedness to the research question and unit of analysis.

### ***3.6.1 Analytical Display of Organisational Culture and Internal Factors Relationship***

There are four major subsystems which influence middle-level managers' behaviour at a firm-level entrepreneurship. Organisational Culture is one of the four subsystems: Industry, National Culture and Internal Factors (see Figure 10). This subsystem receives significant consideration because of its major influence on Internal Factors as the antecedents of middle managers' entrepreneurial behaviour within the structural or strategic context of a firm that is directly related to the definition of induced and autonomous strategic behaviours. For analysing an organisation's culture and to better understand its influence on the factors mentioned above, the Cultural Web, devised by Johnson et al. in 2002 and then later by Balogun and Hailey in 2004, has been used in the current study (see Figure 11). Behaviours are certainly part of culture. Balogun and Hailey (2004, p.243) describe behaviours as the tip of an iceberg, the visible manifestation of culture based on the assumptions and beliefs that drive the behaviour. The assumptions and beliefs are held in the paradigm and connected to the other aspects of the web that lay a foundation for the internal factors influencing middle managers' entrepreneurial behaviour. The obvious relationship between the aspects of the web and internal factors has been laid out by the connectional links. Figure 11 graphically represents the discrete phenomenon such as the interrelationship between organisational internal factors and elements of the web. Let us suppose that the influence of work discretion/autonomy on middle managers' entrepreneurial behaviour is under investigation. As shown in Figure 11, the work discretion/autonomy factor is in direct connection with a firm's control systems, which outline the parameters of what should be controlled and monitored, rewarded or punished.





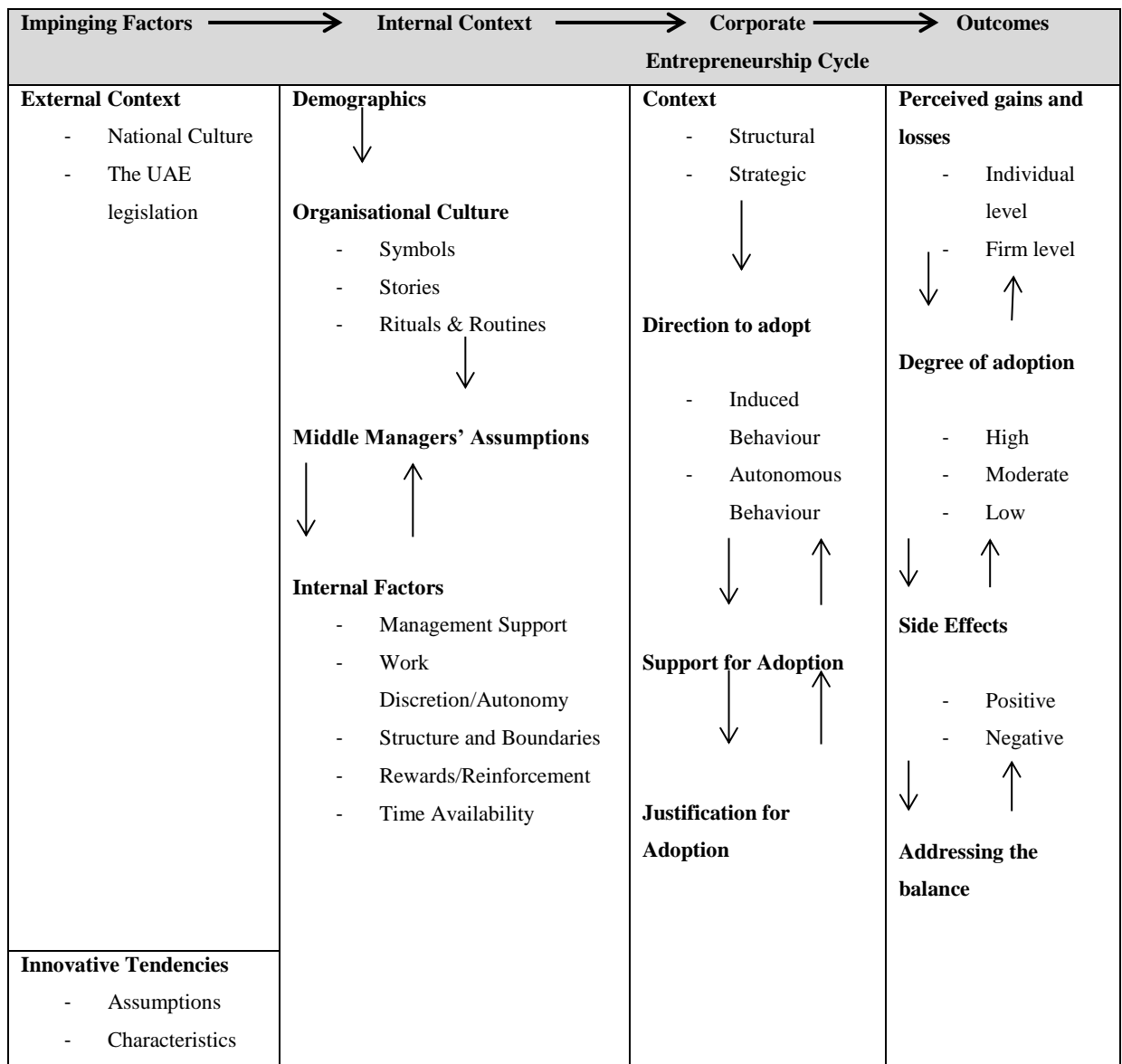
**Figure 11: Interrelation between Cultural Web elements and Internal Factors**

(Developed from Balogun and Hailey (2004))

Therefore, having explored the facets of control systems, it is logical to use them explicitly or implicitly to understand, for example, on which basis a company accepts or rejects tolerance for failure, or how employees make decisions without seeking approval from top management.

### ***3.6.2 Multiple Case Analysis***

The exploratory continuum (Table 10) determines spheres of influence on middle managers' behaviour with the emphasis on cross-case comparison in the given multiple case study.



**Table 10: Multiple case analysis: influences on middle managers' behaviour and addressing the balance** (Developed by Author)

Table 10 shows how all parts fit together and demonstrates what leads to what by directional arrows that provide standardisation so that findings can be laid out and compared in the course of analysis of the five cases under study. Looking at Table 10, it is clear that the research question derives from the third column, 'Corporate Entrepreneurship Cycle', and from the first cluster 'Context: structural/strategic'. Previous empirical and conceptual research conducted by Burgelman, Hornsby and Kuratko has led to the idea that middle managers adopt induced or autonomous entrepreneurial behaviour within the structural or strategic context which supports one or another strategic initiative. Semi-structured

interviews and observation as instrumentation components have provided the possibility to get a sense of the context and which outcomes lead to addressing the balance (see column 4 ‘Outcomes’, Table 10). Though some perceived gains and losses at individual and firm level can be hypothesised, the degree of adoption of induced and autonomous behaviour may or may not lead to addressing the balance for an organisation.

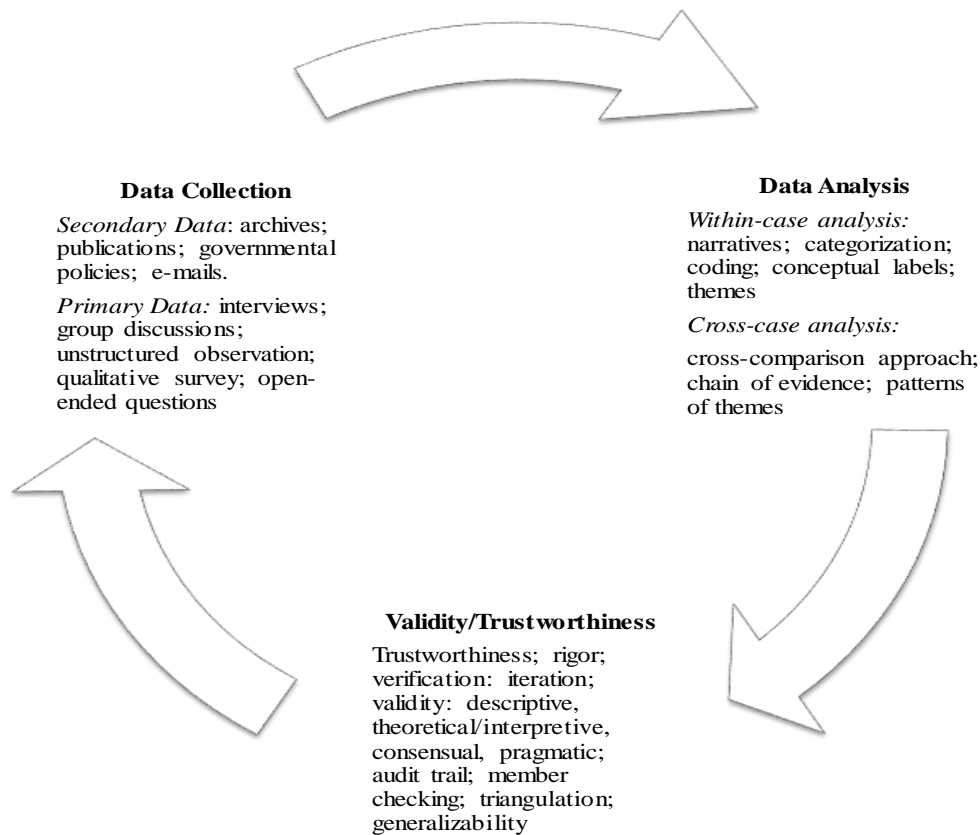
### ***3.6.3 Within- and Cross-Case Analysis***

The balance of within- and cross-case strategies is influenced by the purpose of the study, data management and analysis practices prescribed by the method (Ayres et al., 2003, p.273). *Within-case analysis* is the in-depth exploration of a single case as it stands alone (Mills et al., 2010, p.970). One of the most common modes of within-case analysis discussed by Yin (2003, 2009) is to compare how the patterns evident in case data fit with those predicted in theory, literature or the researcher’s experience (Mills et al., 2010). In order to analyse within-case evidence, the study will use a strategy proposed by Miles (1979): to assemble qualitative data into narratives. *A narrative of personal experience* is a report or ‘representation’ (Rudrum, 2005, p.196) of a sequence of events that have entered into the biography of the speaker by a sequence of clauses that correspond to the order of the original event (Labov, 1997). *Cross-case analysis* refers to comparison as a means of identifying what each case has in common, as well as which attributes of each case are unique (Mills et al., 2010, p.971). The data are examined across cases to see if a pattern of themes runs through the cases. In this study, each case independently develops a careful examination and description of middle managers’ understanding of internal factors and their influence on middle managers’ entrepreneurial behaviour. Once important similarities and differences are found in all five cases, then ‘understanding’ and ‘influence’ are compared in cross-case analysis. Yin (1981) suggests that a case-comparison approach is more fruitful for cross-case analysis which emphasises the chain of evidence.

### ***3.6.4 Coding***

The data analysis will begin with defining names and categories of data. ‘*Categorization* is the process of classifying or labelling units of data.’ (Spiggle, 1994, p.493). The categorisation of data takes place during the process of coding. The word *coding* refers to the naming and categorising of phenomena and begins as soon as the first piece of data is collected (Corbin and Strauss, 1990, p.419). Coding of data has been done using the

computer-based analysis programme NVivo10. According to Corbin and Strauss (1990), incidents, activities and observations will first be given *conceptual labels*, and then grouped into categories. Further, conceptual labels and categories will be compared in order to achieve higher precision, to avoid researcher bias, and to find patterns that can assist with integration. Figure 12 presents a cycle of the research analysis that is an iterative and reflexive process.



**Figure 12: Methodology Processes Integration** (Developed by Author)

As shown (Figure 12), the data collection and analysis stages have been undertaken concurrently as the primary objective for data collection was to represent middle managers' experiences and perceptions of internal factors through their subjective viewpoint.

Spiggle (1994) argues that comparison not only explores differences and similarities across data, but also provides guidelines for collecting additional data. After reduction of the data and when all the text has been coded, themes are abstracted from the coded text and then grouped into basic themes and organising themes in order to build a thematic network

(Attride-Stirling, 2001). Based on Pope et al.'s (2000) approach, coding in this study will incorporate five stages (see Figure 13).

Familiarization	Thematic Framework	Indexing	Charting	Mapping and Interpretation
<ul style="list-style-type: none"> <li>Deals with immersion in the raw data</li> <li>Listening of tapes, reading transcripts, studying notes.</li> <li>Developing the code manual</li> </ul>	<ul style="list-style-type: none"> <li>All key issues, concepts and themes</li> <li>Derive from the aims, objectives of the study, as well as issues raised by respondents, views and experiences.</li> </ul>	<ul style="list-style-type: none"> <li>Applying thematic framework or index to all the data with codes from the index supported by short descriptions.</li> </ul>	<ul style="list-style-type: none"> <li>Rearranges data according to themes and forming charts which will contain summaries of views and experiences</li> </ul>	<ul style="list-style-type: none"> <li>Using charts to define concepts, creating typologies, mapping associations between themes in order to provide explanation to the findings.</li> </ul>

**Figure 13: Five stages of coding** (Developed from Pope et al., 2000)

According to Boyatzis (1998), encoding the information allows the researcher to identify and develop themes emerging directly from the data. An important moment or critical incident has been recognised and coded, and then encoded prior to the interpretation. A template approach outlined by Crabtree and Miller (1999) was used in this study to organise text for subsequent interpretation and an in-depth analysis of the data (see Table 11).

### Step 1: Familiarisation and developing the code manual

The template demonstrated in Table 11 has been developed *a priori* based on the research question and theoretical framework and includes the code manual as a data management tool. The code manual consists of seven broad categories (management support, work discretion/autonomy, rewards and reinforcements, structure and boundaries, time availability, induced entrepreneurial behaviour, and autonomous entrepreneurial behaviour).

Codes	Authors
Code 1	Kuratko, 1990, 1992; Morris et al., 2010
Label	Management Support (MS)
Definition	The willingness of managers to facilitate and promote entrepreneurial activity in the firm
Description	Managers support entrepreneurial climate throughout an organisation; actively involved in supporting and promoting new ideas; discuss new opportunities and encourage creativity
Code 2	Kuratko, 1990, 1992; Morris et al., 2010

Label	Work Autonomy/Discretion (WA)
Definition	Top-level managers' tolerance for failure, freedom for decision-making and delegation of authority and responsibility to middle-level managers
Description	Top managers' acknowledgement of some projects' failure, they encourage and support decision-making on middle-level management. Provide latitude to independence at work
Code 3	Kuratko, 1990, 1992; Morris et al., 2010
Label	Rewards/Reinforcement
Definition	Recognition of significant achievements; systems of rewards on performance
Description	Effective rewards system which spurs entrepreneurial activity; result-based incentives increase middle managers' willingness to act entrepreneurially and take risk
Code 4	Kuratko, 1990, 1992; Morris et al., 2010
Label	Time availability (TA)
Definition	Time available for entrepreneurial activity
Description	Evaluating workloads to ensure that individuals and groups have the time needed to pursue innovations and that their jobs are structured in ways that support efforts to achieve short- and long-term organisational goals
Code 5	Kuratko, 1990, 1992; Morris et al., 2010
Label	Structure/Boundaries
Definition	Mechanism for evaluating innovative ideas; standard operating procedures; dependence on job description
Description	Creating mechanism for performance standards and evaluation; explanation of outcomes at organisational level and what is expected
Code 6	Burgelman, 1983a
Label	Induced entrepreneurial behaviour (INDBHV)
Definition	Uses the categories provided by the current concepts of strategy to identify opportunities and shaped by the current structural context
Description	Development of new products, market development, strategic capital investments for existing businesses
Code 7	Burgelman, 1983a

Label	Autonomous entrepreneurial behaviour (AUTBHV)
Definition	Entrepreneurial activities that fall outside the scope of the current concept of strategy. Such behaviour introduces new categories for the definition of opportunities.
Description	Entrepreneurial employees conceive new ideas and new business opportunities. They attempt to formulate broader strategies and convince top management to support them.

**Table 11: An example of codes** (Developed by Author)

### **Step 2: Thematic framework: summary of data for potential theme**

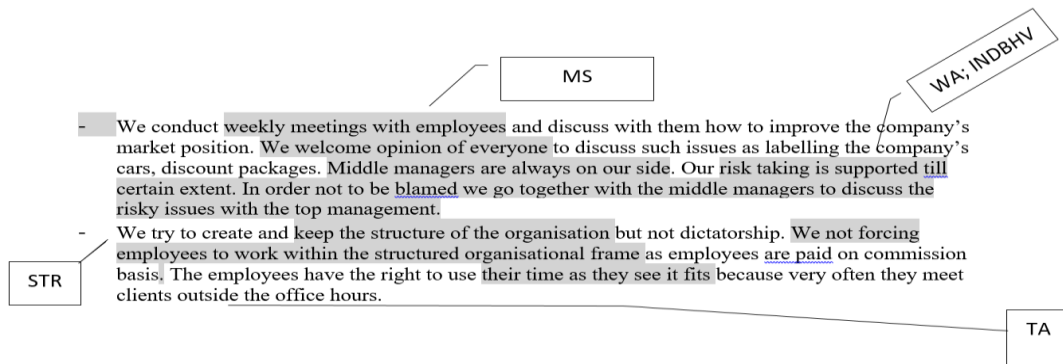
This process involves paraphrasing and summarising the key concepts and issues developed from the raw data and highlighted by the respondents (see Table 12). The key points have been outlined as responses to the questions by the participants, and comments have been considered important as long as they are repeated by other participants within the same company.

Questions	Responses
Encourage one's own ideas	Open communication at all levels; encouraging new ideas with a clear implementation plan; new ideas are assessed by management and accepted if they serve the general purpose of the organisation.
Freedom to decide	Delegation of authority; high boundaries with a bit of freedom; freedom for decision-making is based on experience; need to get approval for decisions; day-to-day decisions are made by managers within stated units, but strategical decisions are made by CEO.
Time availability	The workload of 40 hours/week does not include time for personal development or ideas generation; jobs by performance; 80% of time, workload too heavy; sometimes not enough to do everything well.

**Table 12: Summary of data and development of potential theme** (Developed by Author)

### **Step 3: Indexing**

During this process, the thematic framework or index is applied to all data in textual form and supported by short text descriptors according to the index (see Figure 14). Single passages can contain a number of various themes, which are recorded in the margins.

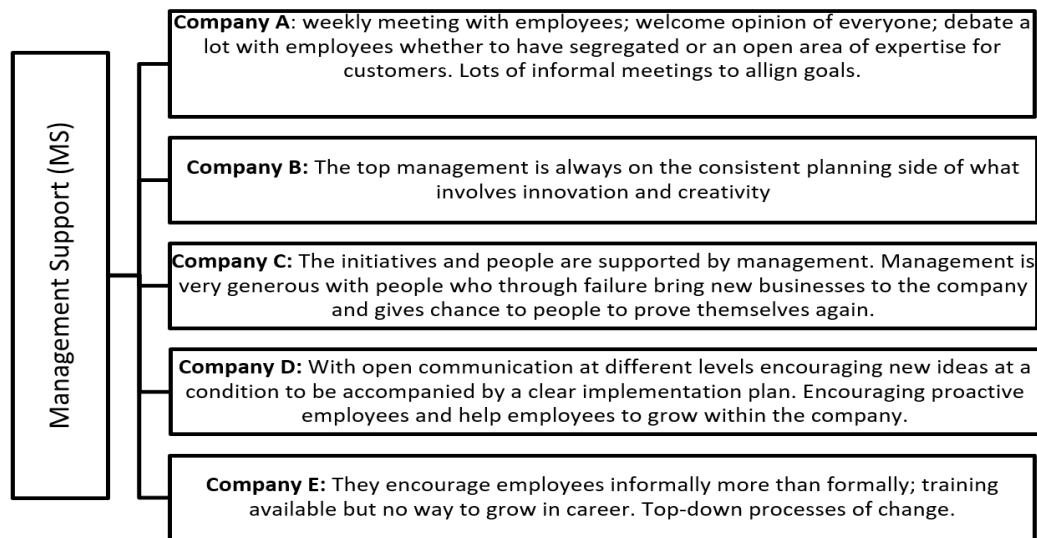


**Figure 14: Example of the interview indexing** (Developed by Author)

The key point about indexing is that it is an inclusive process where data reflect many nuances and categories which are further refined and reduced in number to become a manageable data set.

#### Step 4: Charting

This process involves rearranging the data according to the thematic framework and forming charts for each theme with entries for the five respondents (companies) if it is cross-case charting or for the three respondents if it is within-case charting (see Figure 15).



**Figure 15: Charting of summaries of views and experiences** (Developed by Author)

#### Step 5: Mapping and interpretation

Using the legend provided, the process of mapping and interpretation illustrates the level of connectivity amongst key factors influencing addressing the balance in a business



organisation. Based on the themes triggered by the research question, aims and objectives of the study, this process clearly depicts the concept of corporate entrepreneurship which is affected by internal factors with various degrees of strength.

### ***3.6.5 Assessing Quality of Qualitative Research***

A number of methodologically and epistemologically unresolved issues in qualitative research undermine its further establishment in the overall landscape of empirical research into entrepreneurship. Over the past three decades, reliability and validity have been substituted in qualitative inquiry and have been replaced by strategies evaluating ‘*trustworthiness*’ and ‘*utility*’ (Morse et al., 2002). Morse et al. (2002) explains that without rigour, the research is worthless, and defines ‘*trustworthiness*’ as the term for qualitative ‘*rigour*’ (p.15). *Rigour* is the means of demonstrating integrity and competence for assessing the truth and consistency of a finding, and without rigour, research becomes fiction and loses its utility (Morse et al., 2002; Tobin and Begley, 2004).

### ***3.6.6 Scientific Rigour***

In keeping with the qualitative researcher’s need to understand the meaning and to study the dimensions of human life and experience of the social world, the study establishes a scientific rigour following Schutz’s three essential postulates:

– *Logical consistency* is based on the system of a typical scientist’s constructs which is a scientifically determined set of relevancies (Wilson, 2002, p.196) with ‘the highest degree of clarity and distinctness... and consistent with the principles of formal logic’ (Embree, 1999, p.49; 2013). Thus, observing managers’ behaviour who act according to the system of relevances which is appropriate only to the situation at hand and is not constant, the researcher assumes the position of a ‘disinterested observer’ (Schutz, 1967, p.44) which enables him/her to choose only a scientifically determined set of relevances that are aligned with the research objectives. For example, the researcher seeks knowledge that will lead to an understanding of how the balance between induced and autonomous behaviour is created. The system of relevances (internal factors, culture, organisational structure and strategy), according to which the researcher works, is pre-established in the field and represents a scientifically determined set with appropriate rules and methods.

– *Subjective interpretation* is based on a model of mind that explains the observed facts (Embree, 1999, p.49; 2013) which are not grasped reflectively but instead being observed and lived through (Schutz, 1962, p.170). Furthermore, Schutz (1962) maintains that whenever a scientist interacts with an actor, he/she takes for granted a set of genuine motives grounded in that person's experience, and then checks them against his/her own self-interpretation. This means that a scientist can proceed to interpret the other person's actions by 'putting himself in his place' Schutz (1962, p.174), assuming the researcher observes middle managers' dissatisfaction with the imbalance between induced and autonomous initiatives that eventually leads to stagnation of the project. The researcher needs to find an approach for interpreting this by recourse to a stock of his/her past experiences built up by settling his/her own conscience.

– *Adequacy* is based on the constructs of the scientist and has to be consistent with the common-sense constructs of actors (Eberle, 2010, p.126). In other words, the constructs created by the researchers should be understandable by the individual social actor and his/her fellows (Wilson, 2002, p.196) in terms of common-sense interpretation of everyday life (Embree, p.49; 2013). To Schutz (1962), the constitution of meaning is based on the subjective interpretation of thoughts, feelings and experiences. To clarify this point with an example: if managers intend to explicate the success of the project for the development of internal factors, for the researcher this argument has to be stated in terms that the development of internal factors has led to an adequate result such as the success of the project.

### **3.6.7 Verification Strategies**

Verification strategies ensure both reliability and validity. Flick et al. (2004) distinguish three positions for evaluation criteria for the qualitative research: *quantitative criteria* have been adapted and reformulated and incorporated into qualitative schema; *independent criteria* suggest the theoretical, methodological and procedural character of qualitative research as a starting point for the further formulation of appropriate criteria; and a *postmodern* rejection of any criteria for qualitative research (see Table 13). Although the number of publications on the appraisal of qualitative research is increasing, there is a clear lack of consensus on the

evaluation criteria. The authors brought to centre-stage the researcher's reflexivity as a key tenet of qualitative research, 'lending it an authenticity and honesty that is distinctive' (Walsh and Downe, 2005, p.115).

Quantitative criteria	Reformulated quantitative criteria into qualitative criteria	Independent criteria	Postmodern criteria rejection
Objectivity	Confirmability	Communicative Validation	It is impossible to relate criteria to inferential system
Reliability	Dependability/Auditability	Triangulation	Assumption that the world is socially constructed
Internal Validity	Credibility/Authenticity	Validation of interview situation (openness, willingness to collaborate, lowest power difference between researcher and informant)	No division between observer and observed reality
External validity	Transferability/Fittingness	Authenticity	
Utilisation	Application/Action Orientation		

**Table 13: Evaluation criteria for qualitative research** (Source: Flick et al., (2004))

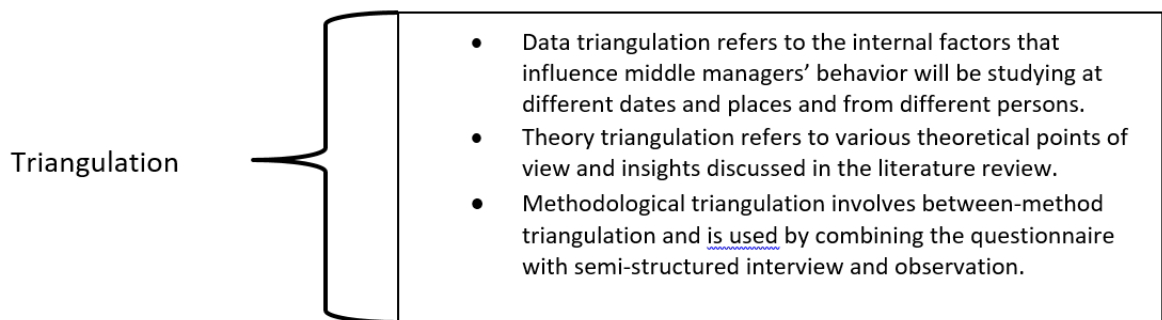
Qualitative research covers a broad spectrum of philosophical positions that create certain difficulties for the research appraisal. Walsh and Downe (2005) assert that being strongly linked to interpretivism and a subjectivist epistemological stance which understands knowledge as a socially produced construct (Crotty, 1998), qualitative research variously emphasises the role of language (symbolic interactionism), interpretation and meanings (hermeneutics), lived experience (phenomenology) and group behaviours and beliefs (ethnography). For appraising qualitative research, the authors suggest iterative process that reflects 'real world' search patterns (Walsh and Downe, 2005).

*Iteration* involves moving through concurrent data collection and analysis, and allows the researcher to develop further exploration as well as to promote verification (Spiggle, 1994). In order to ensure three types of validity: *descriptive, theoretical and interpretive* (Johnson, 1997), the research will incorporate the techniques offered by Sandelowski and Barroso (2003). These will include an *audit trail* that will serve not only as 'the trustworthiness of findings but will itself be data that contribute to findings' (p.806). Pope and Mays (1995)

emphasised that the advantage of audiotaping or videotaping is ‘the opportunity the tapes offer for subsequent analysis by independent observers’ (p. 110).

*The negotiation of consensual validity* requires an expert panel to achieve consensus around ‘the most persuasive argument’. The *protocol (interview guide)* developed from the case studies will be applied to the additional ‘test case’ to evaluate the clarity, fit and trustworthiness of the procedures used (p.809). According to Johnson (1997), participant feedback, often called ‘*member checking*’ (Guba and Lincoln, 1989) is the most important strategy for achieving interpretive validity. Guba and Lincoln (1989) regard member checking as ‘the most critical technique for establishing credibility’ (p. 239).

As a validity procedure, *triangulation* (see Figure 16) is an important tool ‘to search for convergence amongst multiple and different sources of information to form themes or categories in a study’ (Creswell and Miller, 2000, p.126).



**Figure 16: Triangulation** (Developed from Denzin (1989))

The current study addresses the issues of internal validity by triangulation (Figure 16) of more than one method of data collection (Barbour, 2001). Denzin (1978, p.291) has defined triangulation as a ‘combination of methodologies in the study of the same phenomenon’. However, a number of critical discussions of triangulation as a strategy for validation have been outlined in the works of Silverman (1998, 2006, 2015), Denzin and Lincoln (1994) and Bloor (1997). The authors call for a careful combination of theories and methods for the purpose of adding breadth and depth to the analysis but not for the purpose of seeking objective ‘truth’. In order to assess the results and ensure validity, one additional case is included to ‘replicate the findings, thus improving robustness and generalizability’ (Ozcan and Eisenhardt, 2009, p.250). A validation study is applied to the ‘test case’ represented by a company from an ‘entirely different domain’, and this will allow evaluation of the

‘transferability’ (Sandelowski and Barroso, 2003, p.809). Guba and Lincoln (1981) replace generalisability with transferability which Sandelowski describes as a form of external validity (Rolfe, 2006, p.305). However, Walsh and Downe (2005) believe that a preoccupation with generalisability creates a fundamental misunderstanding of the importance of quality research associated with this quality criterion. Validation should always be just a confirmation of what is already known (Torbeck, 2013, p.214).

The validation study will offer support for the accuracy of the internal factors and will indicate that the results of middle managers’ behaviour analysis will be the same or will show a clear disagreement between the main study results and the validation study.

The subjectivists’ epistemology as a basis of qualitative research seeks to explore human relationships and interactions through the questions ‘How?’ and ‘Why?’. According to Walsh and Downe (2005), the strength of qualitative research is in illuminating context, communicating meanings and interpretations, and understanding and explaining phenomena in similar settings that place a significant emphasis on integrity, transparency and transferability in quality research appraisal.

### **3.7 Pilot Case Study and Refining the Research Design**

This section develops a pilot study for the qualitative exploratory-based research which is concerned with addressing the balance between two types of middle managers’ behaviour: induced and autonomous in the UAE context. The pilot study has a greater use in foreshadowing many research issues related to qualitative data collection such as research validity, gaps and wastage in data collection, schedules and ethics (Sampson, 2004).

The pilot study is structured in accordance with Edinburgh Business School standards and guidelines highlighted in the Introduction to Business Research 2 (see Appendix G). The pilot study was intended to test the operation of the research and expected to appraise the main study and help highlight ranges of change. It empowered the candidate to calibrate the stream and rearrange the question guidelines to make them all the more effectively understood.

### *3.7.1 Alterations and Additions to Interview Questions*

The methodology tested by the pilot study served quite well for exploratory purposes and offered a valuable insight for the reconfiguration of extensively long interview questions into compressed key topics (Appendix B.2). Some useful feedback from respondents on the format of the interview questions has helped the candidate to change the wording in the main study interview questions. The interview questions have been arranged according to the inductive way of reasoning using the pyramid structure as an inductive organisation of interview questions (<http://www.w3computing.com/systemsanalysis/arranging-interview-questions-logical-sequence/>). Incorporating a pyramid structure allows interviewees to be warmed up and feel relaxed during the interview process. The shape of the pyramid structure begins with more specific closed questions, and then gradually becomes more open (Karlstrom and Runeson, 2005; Seaman, 2009; Runeson and Höst, 2009). The structure of semi-structured interviews is based on topics the candidate wanted to cover and the approximate time for each topic (Karlstrom and Runeson, 2005). The candidate then grouped the questions in a way that allows more information flow and eliminates any possible ambiguity and confusion. Respondents suggested an English-to-Arabic translation of the interview questions as it would prove beneficial to avoid anomalous miscommunication due to language barriers (Appendix B.3).

Moreover, the candidate has learned that in order to gather more accurate information on managers' behaviour that contributes to balance between induced and autonomous entrepreneurial behaviours, the Critical Incident Technique (CIT) should be used in combination with CEAI-based interview questions. The Critical Incident method as a qualitative technique was first developed by Flanagan (1954) which observes specific incidents or occurrences that either contribute to or distract from the overall company's experience by asking participants what the memorable positive or negative incidents are that had an effect on an individual's overall experience (Zainol and Lockwood, 2014, p.191). The CIT has been extensively applied in qualitative research in various studies related to services (Gremier, 2004; Zainol and Lockwood, 2014), innovation (Chell and Athayde, 2009), education (Hughes et al., 2007) and entrepreneurship (Karatas-Ozcan, 2011). It is worth mentioning that combining CEAI with CIT will provide an opportunity to uncover and identify events that affect middle managers' behaviour, and endorse the candidate's progression within the given parameters of the thesis.

### 3.7.2 Combining CEAI and CIT in Organisational Internal Factors Analysis

Based on the combination of two instruments – CEAI and CIT – middle managers’ behaviour has been dichotomised with an individual and company level of perception and the outcomes of that behaviour (see Table 14). Table 14 displays an exploratory effects matrix that is a broad brushstroke serving as an exploratory step to examine how companies achieve balance and what influences it. The sample size is small and consists of five firms and 15 respondents who describe ‘how they feel’ about organisational internal factors as influencers on entrepreneurial initiatives within a company (see Table 14).

Internal Factors/ Context	Individual Level			Company Level		
	Critical Incident	Input: Perceived Behaviour	Outcome: induced/ autonomous	Context: Structural/ Strategic	Perceived Behaviour	Outcome: Balance Yes/No
Management Support						
Work Discretion/ Autonomy						
Rewards/ Reinforcement						
Time Availability						
Organisational Boundaries						

**Table 14: Exploratory effects matrix: middle managers’ perceived behaviour**

(Developed by Author from Chell et al. (1991), Hornsby et al. (2002) and Kuratko et al. (2005))

Analysis of the matrix provides first-hand evidence of the relationship between context, strategy and outcomes. Identifying and exploring critical incidents through the lenses of middle managers’ perception of organisational internal factors, opens an opportunity to shed light on how middle managers act entrepreneurially, and how their performance affects desired outcomes at the individual and company level which in turn leads to whether or not a manager is likely to repeat behaviour.

### 3.7.3 Summary of Methodology

In this section, the study addresses a justification of choices for the philosophical position of the current research. Although there are a range of methodologies which can plausibly be used to explore middle managers’ behaviour in relation to organisational internal factors, the methodology employed by this study highlights the potential merits of using an inductive

research methodology to explore the delicate area of internal organisational factors and their influence on middle managers' entrepreneurial behaviour. As a science, corporate entrepreneurship has been thwarted by narrow positivist approaches to address the delicate area of corporate entrepreneurial behaviour. Advocating methods and theories from the natural sciences, positivism, as an epistemological position, lacks the flexibility of phenomenology and interpretivism which are consistent with examining interconnectedness amongst individuals and people's behaviour based on a subjective perception of their reality and personal experiences. Semi-structured interview questions were developed within an interpretive paradigm, and have applied a qualitative focus on middle managers' subjective points of view and their experiences. Together with the Critical Incident Technique, semi-structured interviews present a valuable qualitative procedure facilitating investigation of significant occurrences. The case study research design was used as an appropriate methodology to investigate 'a contemporary phenomenon within its real-life context' (Yin, 1994). The usefulness of multiple case studies is supported by the research question and the complexity of a constantly changing environment within firms.

Having been informed and taken into consideration the outcomes and subsequent adjustments to the interview questions, the candidate then continues to carry out the main study.



## Chapter 4: Analysis and Findings

### 4.1 Introduction

This section presents the research results and findings which can be related to the current discussions of corporate entrepreneurship and the validity of organisational antecedents and their relation to outcomes which organisations seek as the creation of a new organisation, instigation of innovation and strategic renewal (Sharma and Chrisman, 1999). The study presents a detailed, multilayered picture of internal factors as organisational antecedents of middle-level managers' corporate entrepreneurial behaviour, and how middle managers address the balance between induced and autonomous entrepreneurial initiatives in various firms operating in the UAE. The current research attempts to introduce the *novel data analysis technique*, the steps outlined in five stages of data analysis (Pope et al., 2000), have laid the foundation for within- and cross-case analysis within three job functions and each company under study, and the sections below deal with each case separately in performing the following analysis:

- Within-case analysis that examines in detail and individually 15 managers' responses to the interview questions.
- Cross-case analysis within each company that methodically interprets individual manager's response within the company.
- Cross-case analysis by three job functions: project manager, marketing manager and sales manager.
- Overall cross-case analysis of all the managers' responses across five companies and across three job functions.

This type of analysis technique plausibly corroborates the 'framework approach' described below.

## 4.2 Within-Case Analysis

The in-depth exploration of each manager's response to the interview questions as a standalone entity involved 'an intimate familiarity with the particular case' (Paterson, 2010), and helped to discern how the processes or patterns are embedded in the contextual richness of individual experiences (Ayres et al., 2003). The tables in Appendices F.1 to F.5 illustrate the complete analysis conducted, organised by company. The tables in Appendices F.1 to F.5 (from the Excel spreadsheet) summarise the response of each manager to each one of the interview questions, as well as the researcher's findings against theory and data-driven codes. These findings are based on managers' responses to the interview questions augmented by any supporting documentation as outlined in the previous chapter.

### *4.2.1 Findings from Within-Case Analysis of Individual Managers' Responses*

The goal of this phenomenological research was to develop a significant structure of middle managers' approach to balance induced and autonomous entrepreneurial behaviour. Findings from the analysis of individual cases reveal those aspects of middle managers' experience that occur not as individual 'units of meaning' but as part of the pattern formed by the confluence of meanings within individual accounts (Ayers et al., 2003; Rihoux and Lobe, 2009).

Below is the summary of the researcher's conclusions on findings for each manager:

#### **Managers A1, A2, and A3** (Excerpt Appendix F.6)

- *Manager A1*: The key element of entrepreneurial initiatives related to induced and autonomous behaviour is a fit between a rigid organisational structure and freedom to make decisions within the areas of specialisation supported by the top management. Motivation by various rewards stimulates a desire to develop new ideas and look for their accomplishment within a given time frame.
- *Manager A2*: Open communication and the sharing of new ideas as well as a respect for national culture is strongly supported by top management. Although the development of new business ideas is corroborated by more time for creativity, numerous rewards and reinforcements, and the freedom to fulfil one's job at their own discretion which is supported by senior management, entrepreneurial activities

are stymied by the centralised organisational structure, rules and procedures that protect the firm from unneeded risk in an inherently uncertain environment.

- *Manager A3*: Given the hostility of competition in the context of the UAE multinational environment and the paucity of business opportunities, the balance between induced and autonomous entrepreneurial behaviour manifests itself in terms of management support for entrepreneurial initiatives through the sharing of ideas, top-notch training, flexible time, rewards for novel ideas if they work – and a rigid centralised structure that uses a conservative approach which is based on past experience, and which emphasises predictability, as denoted by planning and consistency.

Reflecting commonly raised issues, a total number of 13 new sub-codes had emerged from the interview questions and topic area, and provided useful insights into patterns of themes (see Appendices F.6 and F.11). It is important to note that the new sub-codes served as auxiliary elements in establishing a relationship amongst variables that is introduced and woven later on into the cross-case analysis of the company.

During the coding of transcripts, a new data-driven inductive code has been assigned to segments of data that described a new theme (Boyatzis, 1998; Fereday and Muir-Cochrane, 2006) which appeared in the text: ‘*planning and consistency*’ (P&C) as a component of the structural context (Quinn, 1985; Langlois, 1994; Damanpour and Shanthi, 1998). The suggestion of an inflexible organisational structure is strongly corroborated by *the critical incident* highlight by manager A1 stating the following: ‘Regarding discretion, one example: during the presentation of the new development, I said a wrong [word] for the local culture phrase “Heart of Dubai”. The project was almost declined by the investors because it creates a huge level of dissatisfaction. Later in the office I was told off by the top management internally.’

The concept of planning and consistency has been initially considered as a part of structure/boundaries. However, the comments of managers A1, A2 and A3 in relation to planning and consistency have indicated that a unique data-driven code ‘planning and consistency’ is also related to work autonomy/discretion.

### **Managers B1, B2 and B3** (Excerpt Appendix F.7)

- *Manager B1*: Although top management promotes a risk-taking positive attitude and continuous innovation amongst management and staff, risk aversion and preparedness to accept a degree of failure is favoured in corporate entrepreneurship. Full autonomy on operational decisions, more time spent on new projects and innovative ideas that should be approved by senior management. Time is sufficient to carry out the work in the best way possible. Respect all company rules and procedures.
- *Manager B2*: Working for a family business with a strict hierarchal regime where everything must be approved by the owner of the company. Although top management urges innovative thinking amongst employees, taking unnecessary risks is not encouraged. Time to assess new ideas is limited and discussed only at general meetings. Successful ideas can lead to promotions.
- *Manager B3*: Working within a risk-averse corporate structure, senior managers share their experience, and use improved work methods developed by employees. The evaluation and potential undertaking of new ideas happens twice a year and also involves training courses to maintain existing work practices. No autonomy to develop ideas from employees; rather, these are assessed by a Risk Committee. Being under pressure from time constraints and a yearly performance assessment by the company CEO.

Reflecting commonly raised issues, a total number of 14 new sub-codes had emerged from the interview questions and topic area. Analysis of company B documentation related to the central issues of the internal factors which are outlined in the previous chapter and corroborated by many of the interviewees' comments, have provided important discernment to patterns of themes (see Appendices F.7 and F.12), worthy of closer attention.

An iterative analysis of the transcripts has revealed a new data-driven code '*assessed and regulated innovation*' (A&R Innovation). Explanation of the code suggests that assessed and regulated innovation is driven by a centralised organisational structure. Being a part of the organisational structure which relates to compiling of rules, programmes and procedures for various members of the organisation, and the resulting flow of information and authority (Anderson and Paine, 1975), the data-driven code '*assessed and regulated innovation*' is a

novel representation of a centralised and transparent approach to support and foster innovation (Burgelman, 1983a, b; Aldrich and Baker, 1997; Brown and Eisenhardt, 1997; Birkinshaw, 2004; Autio et al., 2014). *The critical incident* mentioned by manager B2 ('covering expensive medical help to employees' family members who operate in poor regions and cannot afford costly medical treatments') demonstrates the company's good will to support and recognise the efforts of its staff.

### **Managers C1, C2 and C3 (Excerpt Appendix F.8)**

- *Manager C1*: Encourages the workforce by delegating some tasks and allowing some freedom to carry out those tasks under employees' own initiative, but strictly within company guidelines. I expect employees to give honest feedback and to develop improvements in operating practices, but the work culture often means this is not the case. The results are lack of cooperation and ill-defined procedures; I need to constantly explain the expectations of the company to the employees and what their specific job roles entail.
- *Manager C2*: Manager C2 is strangled by a non-communicative corporate structure. The company's staff policies are based on archaic non-financial reward systems and there is no real encouragement for HR to further develop staff training or incentives. Manager C2 makes decisions based on prior experience rather than inventive ideas and does not allow his junior managers to step outside the framework of those decisions. Staff are working to a range of local and global standards but without an organised training regime, manager C2 is called upon to explain the work involved.
- *Manager C3*: Being employed by a fast-paced innovative company and I must take snap decisions based on the current circumstances at the time. Ideas come down from the senior management and are filtered by manager C3 based on experience into feasible propositions that should ideally strengthen customer satisfaction. This top-down structure creates more policies and rules for employees to follow. A higher workload fosters the possibility of overtime and is appreciated by senior managers.

Reflecting commonly raised issues, a total number of eight new sub-codes had emerged from the interview questions and topic area. Analysis of company C documentation related to the central issues of the internal factors which are outlined in the previous chapter and supported

many of the interviewees' comments, has provided important insights to patterns of the themes (see Appendices F.8 and F.13), worthy of closer attention.

An iterative analysis of the transcripts has revealed a new data-driven code '*framed-by-standards innovation*' (FSI). As a part of an organisational structure that divides tasks and provides coordination along with the formal and informal procedures that enable an organisation to get things done, *framed-by-standards innovation* reflects the company's strategy of fitting localised innovation into global standards regulated by the centralised structure. The data-driven code 'framed-by-standards innovation' is a novel representation of a unified and consistent approach to promote and support innovation. The suggestion of different outcomes of standardised innovation for global and local contexts is corroborated by *the critical incident* narrated by manager C1 expounding on the following: 'The dependence on a unified system reaps the benefit to provide ICT services to 5,500 multinational companies across 180 countries worldwide. Highly qualified specialists' support recently launched global cloud-based solutions to Etisalat, Emirates and Etihad Airlines that helps fast growth and the expansion of industries.' In contrast, manager C2 emphasised that services provided for one country would not work for another: '...those things have limits due to local rules and regulations that stop global innovations, such as data sovereignty, whereby governments restrict the holding of information in the "cloud", and this applies very much in the UAE.'

#### **Managers D1, D2 and D3 (Excerpt Appendix F.9)**

- *Manager D1*: Manager D1 works in an innovative forward-thinking company. There is a well-appointed hierarchical structure that is open to new ideas from both the workforce and from management, particularly ideas relating to new technology. Creativity on all levels is generally high until problems arise which results in a reduction of work impetus. Manager D1 receives training to help identify new business opportunities and a reward scheme operates in direct proportion to the success of individual projects brought to the company. Manager D1 is tasked with ensuring the workforce adheres to ISO standards so procedures and job definitions are very specific, with a reasonable tolerance of minor mistakes.
- *Manager D2*: Manager D2 is encouraged to pool new ideas with other managers, working collectively to develop ideas. Manager D2 has access to regular training and

emphasis is placed on experience when it comes to decision-making. Manager D2 feels his position is insecure although promotion can be attained through the completion of selected projects. There is a generalised feeling amongst the staff that hard work is rewarded with a higher workload; however, all employees have the ability to voice their concerns directly to senior management.

- *Manager D3*: Manager D3 faces the issue of all employees being able to voice opinions direct to the company chairman, thus circumventing the conventional chain of reporting. Other factors causing staff stress include strictly enforced deadlines for the completion of jobs. Manager D3's company carries out performance appraisals every six months but does, however, reward innovation at all levels and encourages all employees to use their initiative to complete jobs. One employee was rewarded with promotion to a senior management position in an overseas office.

Reflecting commonly raised issues, a total number of eight new sub-codes were produced from the interview questions and topic area. An analysis of company D documentation closely related to the main issues of the internal factors which are described in the previous chapter and which supported many of the interviewees' comments, has highlighted important insights into the patterns of the themes (see Appendices F.9 and F.14) which should be paid greater attention.

An important managerial function is achieving incremental innovation through gradually adapted steps that change procedures and structure. Top management leadership has established open channels of communication and trust amongst employees which helps to facilitate a change of rules and routines as well as to solve some structural problems. A new data-driven code '*Communication and Trust*' (C&T) suggests that intrapreneurial actions are effectively performed in coordination with higher management activities (Belousova, Gailly and Basso, 2010). Structuring ideas and reconciling the interests of different organisational coalitions represents a complex combination of communication and building trust that influences decision makers to provide resources for further innovative activities. The rationale of 'communication and trust' is taken into account regarding work autonomy and the freedom for decision-making corroborated by *the critical incident* described by manager D3: 'Then he sent an email to the head office saying that the project should go to the construction department. The proposal turned out to be very successful; it was an airport in

Croatia. The employee was promoted and now works as a senior manager in the company's office in that country.' Constant communication allows for the dissemination of new ideas amongst employees on the cross-departmental level which strengthens trust and a willingness to share their insights.

**Managers E1, E2 and E3 (Excerpt Appendix F.10)**

- *Manager E1*: Manager E1's company operates a matrix management structure, which allows access to skills across the company by utilising business units. Manager E1 provides proactive support to the business units in his sector. A system of incentive rewards for employees is in place, successful inventive ideas can be rewarded with holidays, an apartment or a new car but the decision on proceeding with any new project is deferred to senior management. The lower management and workforce are subject to time scrutinising and issues of any kind are dealt with by an opportunity to learn from mistakes.
- *Manager E2*: Manager E2 is in an organisation with flexible corporate procedures. Projects are allocated time 'as-needed' until successful completion although risk is assessed and monitored with relation to a fixed business strategy. Manager E2 has restricted freedom within that strategy. The company initiates large geographical projects, which are handled by business units. Manager E2 controls a single business unit; the organisational structure is hierarchal within each unit although reporting is similar to matrix management, with more than one manager in a unit. Employees are incentivised by a reward system of either financial or material bonuses; these bonuses are results-driven.
- *Manager E3*: Manager E3's company sets great store in training opportunities and rewarding employees. Manager E3 has access to high-calibre training and can attain material and financial rewards for sales results and maintaining quality standards. Rewards are given in weekly and monthly ceremonies. Manager E3 is supportive of innovative ideas but decisions lie with senior management and protocol dictates a lengthy planning process to develop procedures and avoid unnecessary risk. Despite the reward system, staff are unsettled, being subject to time restraints and stringent work practices with short breaks, and must always report to multiple managers.



Reflecting commonly raised issues, a total number of nine new sub-codes were produced from the interview questions and topic area. An analysis of company E documentation closely related to the main issues of the internal factors which are described in the previous chapter and which supported many of the interviewees' comments, has highlighted important insights into the patterns of the themes (see Appendices F.10 and F.15) which require a more forensic examination.

A new inductive data-driven code '*Indifferent People*' (IP) has appeared in the text during the coding of transcripts. Outcomes from the organisational work of employees who are 'indifferent' to innovation do not fit company E's strategic goals. Company E's rejection of people who are 'indifferent' to organisational entrepreneurial spirit has been initially a part of the rewards and reinforcements system. As *a critical incident* middle manager E1 asserted: 'Employees are rewarded in a systematic way. It is not only directors or project developers but line managers and low-level managers who are directly in contact with day-to-day business problems. One of them succeeded in reducing DEWA bills by stopping waste water (600,000 Dhs).' In fact, the comments of managers E1, E2 and E3 in relation to the intolerance of '*indifferent people*' have corroborated Burgelman's (1983a, b; 1984c) viewpoint that a firm's culture, strategy and structure are important antecedents to foster autonomous entrepreneurial behaviour.

#### ***4.2.2 Summary from Within-Case Analysis of Individual Managers***

Given the hostility of competition in the context of the UAE multinational environment and the paucity of business opportunities, the balance between induced and autonomous entrepreneurial behaviour manifests itself in terms of management support for entrepreneurial initiatives through the sharing of ideas, top-notch training, rewards for novel ideas if they work – and a rigid centralised structure that limits decision-making within the areas of middle managers' specialisation. Although the development of new business ideas is corroborated by numerous rewards and reinforcements, entrepreneurial activities are stymied by a centralised organisational structure, rules and procedures that protect the firm from unneeded risk in an inherently uncertain environment. A higher workload fosters the possibility of overtime, and it becomes subject to time restraints and stringent work practices with short break which appreciated by top management. Taking into consideration information derived from data-driven codes and critical incidents, middle managers work

within risk-averse corporate structures and attempt to address the balance between induced and autonomous entrepreneurial behaviour by leveraging an inflexible organisational structure, work autonomy and time availability on one hand, and management support with a rewards/reinforcements system on the other.

### **4.3 Cross-Case Analysis by Company**

Cross-case analysis seeks to increase the internal validity of the findings via a systematic search for cross-case patterns as a key step in case research (Voss et al., 2002). Recognising within-case complexity, cross-case analysis attempts to find some connections across individual managers who are comparable yet unique in their own ways, and to perform a systematic comparison (Rihoux and Lobe, 2009).

#### ***4.3.1 Company A: Background***

Company A has existed as a multinational real estate entity for over three decades, having been created as the result of a gap in the market lacking professional estate agents operating in the UAE. Founded as a firm from a temporary desk, and started in Dubai in 1986 as a ‘one-woman’ company, company A has become one of the professional real estate companies across the UAE. It has expanded with offices all over Dubai, Abu Dhabi, Sharjah and other cities employing over 185 people. Having started in residential leasing, the organisation serves members of the multinational UAE community by offering residential and commercial sales, property management and holiday short-term leasing.

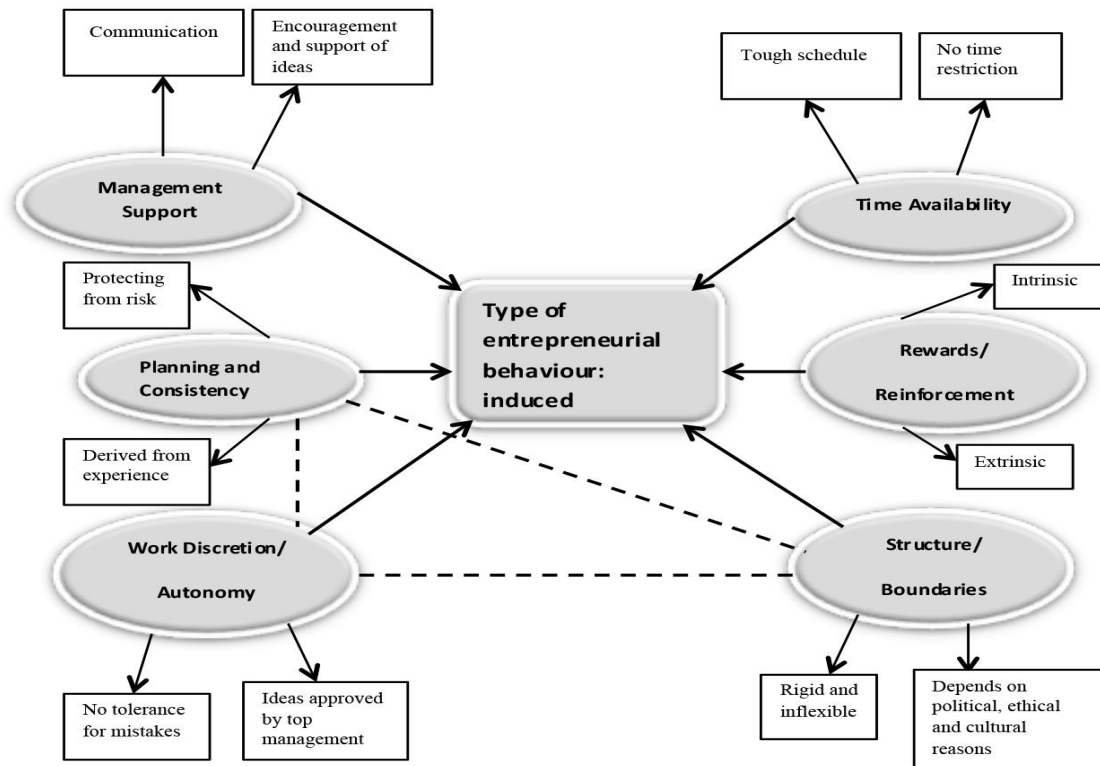
Company A’s multinational staff are spread throughout various departments and locations. A moderately hierarchical organisational structure is complemented by a job-grading structure with corresponding commissions and basic salary bands. The company trains their consultants to put the clients’ needs first and to get to know the UAE market from inside out. Career progression depends on the length of service and individual performance, with the emphasis on the profitable deals each employee concludes for the company.

Over the years, the organisation has developed an ambitious agenda, incorporating several projects with developers all over the UAE and GCC region, with knowledge and understanding of local communities, e-marketing, print and social media, and with property portals with 24,000 page views per day. Company A’s corporate management recognises the

need to balance its structural context with competitive market requirements for innovation and innovative solutions.

#### ***4.3.2 Findings from Cross-Case Analysis: Company A (Excerpt Appendix F.11)***

The cross-case analysis is intended to bring together the findings from three different professionals – middle managers A1, A2 and A3 – each having their own entrepreneurial behaviour and working in different departments. It also seeks to provide an indication of concepts common to each manager regarding five internal factors which in turn helps to develop a higher level of abstraction about the key process of how middle managers address the balance between induced and autonomous entrepreneurial behaviour. Integrating the findings from each manager, the cross-case analysis attempts to obtain more sophisticated justifications for the phenomena through a detailed examination of organisational antecedents influencing middle managers' entrepreneurial behaviour. The themes and interpretation map detailing relevant influencers on middle managers' entrepreneurial behaviour in company A during the case study is presented in Figure 17. The organisational influencers emerged from 'critical data fragments' that raised common issues which were then open coded (Corbin and Strauss, 1990) and illustrated as rectangular bins in Figure 17. Axial coding (Corbin and Strauss, 1990) was performed to establish the relationship operating in company A and relevant to the study. Figure 17 displays the relationships between variables via the hyphenated lines and is important in two key respects. First, Figure 17 portrays the nature of corporate entrepreneurship in company A, exploring and highlighting how middle managers viewed internal organisational factors affecting entrepreneurial initiatives. Figure 17 lists the barriers and facilitators for successful corporate entrepreneurial activities.



**Figure 17: Key organisational influencers on the type of entrepreneurial behaviour**

(Developed by Author)

Second, Figure 17 provides an indication of the data-driven code ‘planning and consistency’ and the importance of its alignment with theory-driven codes such as structure/boundaries and work autonomy/discretion.

The analytic technique template from the code manual has been applied to the analysis of the text on the five stages of data analysis in order to identify the meaningful units of the potential themes (Crabtree and Miller, 1999; Fereday and Muir-Cochrane, 2006). The predetermined theory-driven codes (Hornsby et al., 2002; Kuratko et al., 2005) and data-driven codes were used during the coding of transcripts and provided support for the use of idiosyncratic chains amongst internal organisational factors to identify and align themes that might plausibly influence middle managers’ choice of entrepreneurial behaviour. Referring to Figure 17, the results of the in-depth exploratory analysis of the internal factors in company A have yielded the following significant findings highlighted in Table 15.

<b>Theory-Driven Code</b>	<b>Summary of Findings</b>	<b>Emerging Themes</b>
<b>Management Support</b>	Middle managers through fostering communication which includes using formal and informal approaches interact with diverse employees, and encourage innovation (Hornsby et al., 2002). It is important to mention that low-level managers have more innovative ideas than the top management. Middle managers support the creative ideas of low-level managers, welcoming their opinion. Providing various training courses, middle-level management push employees for continuous improvement and career growth. Noting senior managers' isolation from actual day-to-day activities (Quinn, 1985), the crucial importance of middle managers in their everyday informal encouragement of the employees for innovative projects and calculated risk-taking has been observed.	Middle managers encourage and support creative ideas and innovation through constant communication across all levels of the management.
<b>Work Autonomy/ Discretion</b>	Middle managers create an opportunity to communicate creative ideas with the upper management during weekly meetings where there are no limits set for innovative ideas. They express willingness to bring those ideas to the working dashboard only after they are considered and evaluated by the upper management that the ideas do not contradict the context of the firm's overall strategic priorities (Burgelman, 1983a, b). In order to meet the rigorous standards set by the top management, middle managers have very limited tolerance for mistakes. This can be explained by the firm's diverse environment and the peculiarity of the national culture where freedom to express oneself goes hand in hand with control over ethical, cultural and religious issues. Therefore, the decision-making process remains a prerogative for experienced and long-serving staff.	Middle managers inform senior managers about creative ideas but bring them into the working dashboard only after approval given by the top management. No tolerance for mistakes.
<b>Rewards/ Reinforcements</b>	By providing extrinsic (commissions from closed deals, various packages and discounts for health and beauty services as well as free parking) and intrinsic (certificates of achievement, monthly 'best employee' boards) rewards, middle managers motivate employees to experiment with innovative ideas and explore market feasibility (Hornsby et al., 2002).	Middle managers motivate employees for innovation intrinsically and extrinsically.
<b>Time Availability</b>	Middle managers integrate different skills, knowledge and resources in terms of time availability. Most of the middle managers work under a tough time schedule to accomplish a project which is closely observed by senior management. Despite the tight timeline, many of them are free to use their time as they see fit because most of the meetings with investors and developers take place outside office hours. Some managers need to work hard under work schedule pressure which leaves no time for creativity and innovation. In order to get the attention of the senior executives for their innovative ideas, time availability becomes very challenging.	Freedom to use time as they see fit, despite tough work schedule.
<b>Structure/ Boundaries</b>	The existence of a supportive administrative structure provides an effective mechanism to foster corporate entrepreneurship (Burgelman, 1983a, b; Guth and Ginsberg, 1990; Covin and Slevin, 1991; Zahra, 1991, 1993; Brazeal, 1993; Hornsby et al., 1993). As the findings show, the organisation's readiness to initiate corporate entrepreneurship efforts is stifled by the rigid organisational structure. In order to avoid unnecessary risky issues, the company goes through systematic planning and emphasises the consistency of its goals alignment with the strategy. Middle managers believe that the rigid organisational structure creates asymmetry between entrepreneurial initiatives which usually happen at the operational level of the company (Burgelman, 1983) and administrative issues that depend on conceptual, political and experiential inheritance of the top management who determine the firm's strategic context.	Asymmetry between corporate entrepreneurial initiatives and rigid organisational structure.

**Table 15: Summary of findings and emerging themes for company A** (Developed by Author)

The analysis of data gathered from the within- and cross-case analysis and meaningful comparisons of middle managers' views and individual experiences, as well as the mapping and interpretation of their responses woven into the organisational system of internal factors,

reveals the contextual specificity and fallacy of logic in resolving the tension between two types of entrepreneurial behaviour.

#### 4.3.3 Summary

Focusing on middle managers as a critical aspect of corporate entrepreneurial behaviour, top management satisfaction with the quality of the proposed creative ideas and their alignment with the firm's strategy serve as a feedback mechanism for either sustaining or discouraging entrepreneurial behaviour (Mintzberg, 1973, 1978; Kuratko et al., 2005). Table 16 illuminates the contradiction amongst the internal factors leading to the inability of management to reconcile tension between entrepreneurially minded employees on one hand and an inflexible organisational structure affected by the national culture and ethical standards on the other.

Autonomous behaviours	Induced behaviour
Encouragement and support of creative ideas and innovation through constant communication across all levels of the management.	Bring new creative ideas into a working dashboard only after the top management approval.
Intrinsic and extrinsic motivation of employees for innovation.	Asymmetry between corporate entrepreneurial initiatives and rigid organisational structure.
Freedom to use time despite tough work schedule.	Planning and consistency as a strategic unit that protects from unneeded risk.
	No tolerance for mistakes (CI).

**Table 16: Internal factors, themes derived from coding and Critical Incident (CI) for company A** (Developed by the author)

The five internal factors, planning and consistency as a newly emerged organisational antecedent, together with the critical incident have optimised an internal environment for a certain type of entrepreneurial behaviour – *induced* – through which the organisation seeks several outcomes, such as the creation of a new organisation, the instigation of innovation, and strategic renewal (Sharma and Chrisman, 1999).

#### 4.3.4 Company B: Background

Case B relates to a small-sized private sector organisation referred to here as company B. The company has existed in the UAE market for twenty years, and was created as a result of various diversification programmes in its mother company situated in Switzerland. Company

B caters to the requirements of their customers all around the world by sourcing commodities from major origins. Operating in the UAE market as a branch of the Swiss office, the company has established a global physical presence along the supply chain, focusing on closer product origination and its customer base. Although the company enjoys belonging to the Swiss mother company – highly reputable and an internationally recognised trading house since 1788 – enabling the firm to access the unique expertise in supply chain management and extensive knowledge in a global context, a series of conflicting requirements, strong market competition and governmental reforms has mirrored the necessity to act ambidextrously in the contemporary business world in order to survive in a highly competitive market environment.

Company B staff number 250, and are spread throughout the company across a number of departments. The centralised organisational structure is complemented by a relatively delayed and almost stagnant job progression, with stable salary bands enriched by a yearly bonus system. The years preceding the current study marked the beginning of a period of rapid diversification, the creation of new branch offices and strategic renewal. The firm has developed several regeneration projects moving towards seeds, nuts, coffee and oils that are integrated into the original ‘historical’ organic cotton specialisation. The Board of Directors recognises that the company needs to develop a well-balanced corporate environment instigating innovation and capable of operating in a multinational context.

#### ***4.3.5 Findings from Cross-Case Analysis: Company B (Excerpt Appendix F.12)***

Assessing the impact of organisational internal factors on middle managers B1, B2 and B3 as an individual case study that is ‘typical for inductive research’ (Brown and Eisenhardt, 1997), the analysis incorporated all transcribed responses from the three managers.

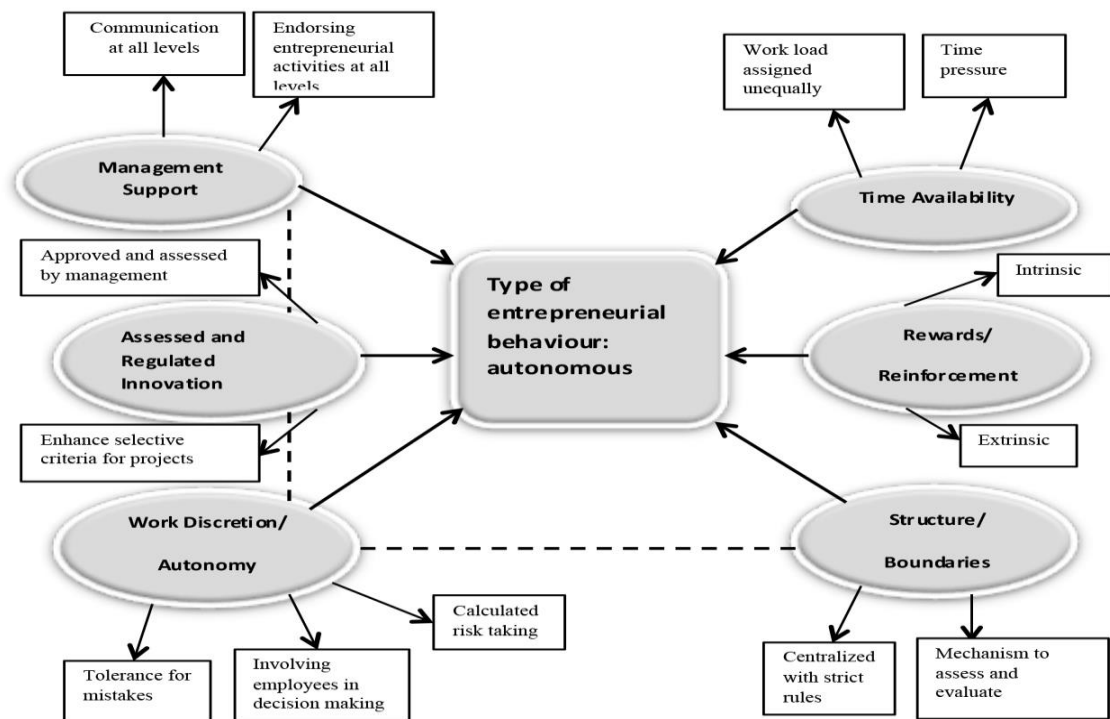
By collecting all the responses to the same question and summarising transcripts and key questions, the initial themes have been identified and discussed in the following sections.

Having employed a phenomenological case study approach, the within-case analysis revealed the complexity of critical incident and demonstrated that managers experience prolonged and emotionally-laden episodes (Cope and Watts, 2000). Critical incident was afforded by a more forensic investigation of a specific episode which emerged from interviews and prior data analysis.

Considering the influence of organisational internal factors on middle managers' entrepreneurial initiatives through the lens of their personal experience enables the researcher to look across all the sub-units (manager B1, manager B2 and manager B3). To engage in such rich analysis which provides information discovered as the result of inquiry only serves to better illuminate the case (Baxter and Jack, 2008).

This section reflects an overview of the key themes and defines concepts using mapping associations between the emerged themes. The themes and interpretation map provides details and relevant influencers on middle managers' entrepreneurial behaviour in company B during the case study and is presented in Figure 18.

The organisational influencers appeared from 'critical data fragments' with the most prominent common issues then open coded (Corbin and Strauss, 1990) and illustrated as rectangular bins in Figure 18. Axial coding (Corbin and Strauss, 1990) was conducted to set up the relationship operating in company B and relevant to the study. Figure 18 displays the relationships between variables via the hyphenated lines.



**Figure 18: Key organisational influencers on the type of entrepreneurial behaviour**

(Developed by Author)



The significance of Figure 18 is based on two key points: 1) it illustrates the nature of corporate entrepreneurship in company B, investigating and demonstrating how middle managers view internal organisational factors influencing entrepreneurial initiatives, and 2) it indicates the data-driven code ‘assessed and regulated innovation’ and its importance aligning with theory-driven codes such as management support, work autonomy/discretion and structure/boundaries.

Using the steps outlined in company A, that is, an analysis of theory-driven codes based on empirical findings, the following essential results have been cultivated and Table 17 portrays the influence of the internal factors on middle managers’ entrepreneurial initiatives.

<b>Theory-Driven Code</b>	<b>Summary of Findings</b>	<b>Emerging Themes</b>
<b>Management Support</b>	Management supports corporate entrepreneurship with open communication of creative ideas at different levels. To fulfil open communication, middle managers encourage new ideas and interactively synthesise information disseminating it to both top- and low-level management. In other words, once a commitment is made by all managerial parties to pursue a certain set of actions, middle-level managers’ communication responsibilities facilitate information flows in ways that support project development and implementation efforts (Kuratko et al., 2005). The level of top management awareness of one’s innovative ideas and suggestions is very high. Similar to Kuratko et al.’s (2005) observations, employees receive management support for their innovative activities on a daily basis such as morning meetings and daily follow-ups with management. In an autonomous context, middle managers often find themselves in evaluative positions of entrepreneurial activities originating from the lower-level management and aim to influence the perception and outlook of top management which helps employees grow in the company. On the induced level, top management closely shares its experience with employees and provides the ‘key activities’ of coaching, strategic building, delineating, and negotiating which involves middle managers’ entrepreneurial behaviour (Burgelman, 1983a, b).	Middle managers endorse entrepreneurial activities on autonomous and induced levels.
<b>Work Autonomy/ Discretion</b>	Middle managers have 100 per cent work autonomy and make decisions on an operational level, but on a strategical level, decisions are made by the CEO. The management believes that risk-taking itself creates a positive attitude which encourages employees to search for new opportunities. The company still supports small projects knowing that they might fail, encouraging employees for trial and selection which helps employees to learn, to work hard and to have a high need to achieve something meaningful. In company B, nobody is named an individual risk-taker. Any risk-taking should be approved by the management and in these terms, it becomes a company risk. The company uses all the time-improved work methods developed by the employees; however, risk-taking is a very complex construct and choosing new means to achieve existing objectives will often lead to a greater strategic uncertainty (Covin and Slevin, 1998). People are encouraged to take a calculated risk, and once ideas are approved by top management, funds are allocated, and the necessary information is provided.	Employees are involved in decision-making and calculated risk-taking processes.
<b>Rewards/ Reinforcements</b>	Company B effectively uses a combination of extrinsic (bonus system, promotion) and intrinsic (letters of appreciation, company recognition) reward system. The company recognises and appreciates employees’ efforts to generate innovative ideas which leads to sales growth, profitable contracts and work method improvement. However, despite the fact that material rewards still play a big role in motivating employees to take calculated or minimised risks and make decisions, the company is more inclined to reward intrapreneurs rather intrinsically.	Real conviction to innovate arises out of intrinsic rewards and reinforcements based on individual experience.

<b>Time Availability</b>	The statements of the managers B2 (No time to think about anything) and B3 (Very big time pressure) contradict the statement of manager B1 (Time is not enough; it takes 80 per cent of their time to develop new projects). The workload amongst three managers is assigned unequally and does not allow them to work with others on long-term entrepreneurial experiments in a limited amount of their work time (Hough and Scheepers, 2008).	Unequal assignment of workload inhibits entrepreneurial initiatives.
<b>Structure/ Boundaries</b>	All innovative ideas in company B are assessed on a regular basis and should be approved by top management. Through effective communication, middle-level managers receive information from top-level management and convey it to the lower operating level managers explaining outcomes expected from organisational work and the development of mechanisms for evaluating, selecting and using innovations (Kuratko et al. 2005). According to the middle managers, the company does not allow bending of the company rules and all employees should respect regulations and procedures. Company B is a family-run business and the owner's/ CEO approval is pivotal to all decisions regarding innovative ideas and their implementation. Middle managers are assessed on a regular basis by the CEO once a year. The unique part of the company's structure is the risk committee. The committee assesses risky issues related to innovation in the context of 'an unstable business environment marked by rapidly changing threats and opportunities from competitors, governments and unions at home and overseas' (Waterman et al., 1980, p.5).	Innovation is regulated by a centralised organisational structure and unbendable rules and regulations.

**Table 17: Summary of findings and emerging themes for company B** (Developed by Author)

Querying data gathered from within- and cross-case analysis as they evolved, and comparing them with middle managers' views and individual experiences, enabled the recognition of patterns in the data, and revealed the contextual specificity and leaps of logic in reconciling the two opposing types of entrepreneurial behaviour.

#### *4.3.6 Summary*

Company B middle managers' responses highlighted the tension between giving autonomy to middle managers whilst ensuring that top management drives knowledge and experience, resources, decisions and the risk-taking process. The company strives to enhance the fine balance between openness and self-protection in risky situations. Different CE roles of management at multiple levels of the organisation (Dess et al., 2003) suggest that a higher managerial level provides the structural ability to ameliorate organisational factors that support corporate entrepreneurial activities (Phan et al., 2009). The themes that emerged from the coding and cross-case analysis are presented in Table 18 which shows a contradiction amongst the internal factors inhibiting the process of combining induced and autonomous entrepreneurial activities simultaneously.

Autonomous behaviours	Induced behaviour
Endorsement of induced and autonomous entrepreneurial behaviour.	Unequal workload is an inhibitor for innovation.
Involvement of employees in decision-making and risk-taking.	Innovation is regulated by top management and limited by a centralised organisational structure.
Innovation is based on experience and motivated by intrinsic rewards.	Innovative ideas and projects are assessed and regulated.
Financial support for employees who need medical treatment (CI).	

**Table 18: Internal factors, themes derived from coding and Critical Incident (CI) for company B** (Developed by Author)

Affected by the centralisation of power and decision-making, management support and work autonomy are not sufficient to enhance a firm's dynamic capabilities.

Based on the relationship between management support corroborated by critical incident, knowledge and experience sharing by senior management, the given five internal factors, together with a newly emerged organisational antecedent 'assessed and regulated innovation', have shaped an internal environment for a specific type of proactive *autonomous behaviour* through which the company seeks the divergent structural ability to capitalise on the supportive environment and the differential roles of the managers to act entrepreneurially (Floyd and Lane, 2000).

#### **4.3.7 Company C: Background**

Company C is one of the oldest telecommunications companies in the world, tracing its lineage back to 1846. With the rise of technological infrastructures in the Middle East, company C started operations in the region in 1985 and the continuous growth and demand for support prompted company C to open an office in Dubai in 2006 to maintain its growing customer base in the Middle East and North Africa (MENA). This customer base includes principal regional telecommunications companies such as Etisalat and Viva Bahrain, as well as major banking institutions, Emirates Airlines and Etihad Airlines, and many other global corporations in the region. In a joint venture arrangement in the Kingdom of Saudi Arabia, company C has also established company C Al Saudia to further strengthen its services in the region.

In 2007, Dubai was in the process establishing itself as a financial hub for the region and because of this, company C capitalised on its position in the Middle East market to establish a data telecommunications system for financial services. This system is now the backbone of the local exchanges such as the Dubai NASDAQ and the Bahrain Bourse, as well as connecting many banks and major brokerages in the GCC. Company C has also developed the spread of the internet in the region by establishing 17 POPs ('Points of Presence') with each POP being a vital link in the World Wide Web. In 2014, company C opened what it calls an 'Innovation Showcase' in the UAE, a high technology showroom featuring one of its core technologies, a telepresence state-of-the-art video conferencing system which it hoped would sell well in the Middle East, linking worldwide telepresence centres through company C's global infrastructure networks. With its history in wired communications, as the world has moved into cloud computing, today company C has sought to position itself as a major source of cloud networking with its 'Cloud of Cloud' umbrella project, aiming to handle cloud networking for third parties as well as its own cloud networking systems.

Company C has over 106,000 employees worldwide, with 300 employed in the Middle East region. Company C's employees benefit under a scheme called the company C Reward Framework, which has restructured the roles of employees into groups called Job Families rather than hierarchal grades. Under the scheme, employees are rewarded financially based on performance in their job family role rather than their job grade. Company C's plans to increase its foothold in the MENA region, an area that company C sees as constantly growing in its demand for technological infrastructure and the need to have a trustworthy, older established organisation, provide that foundation for growth.

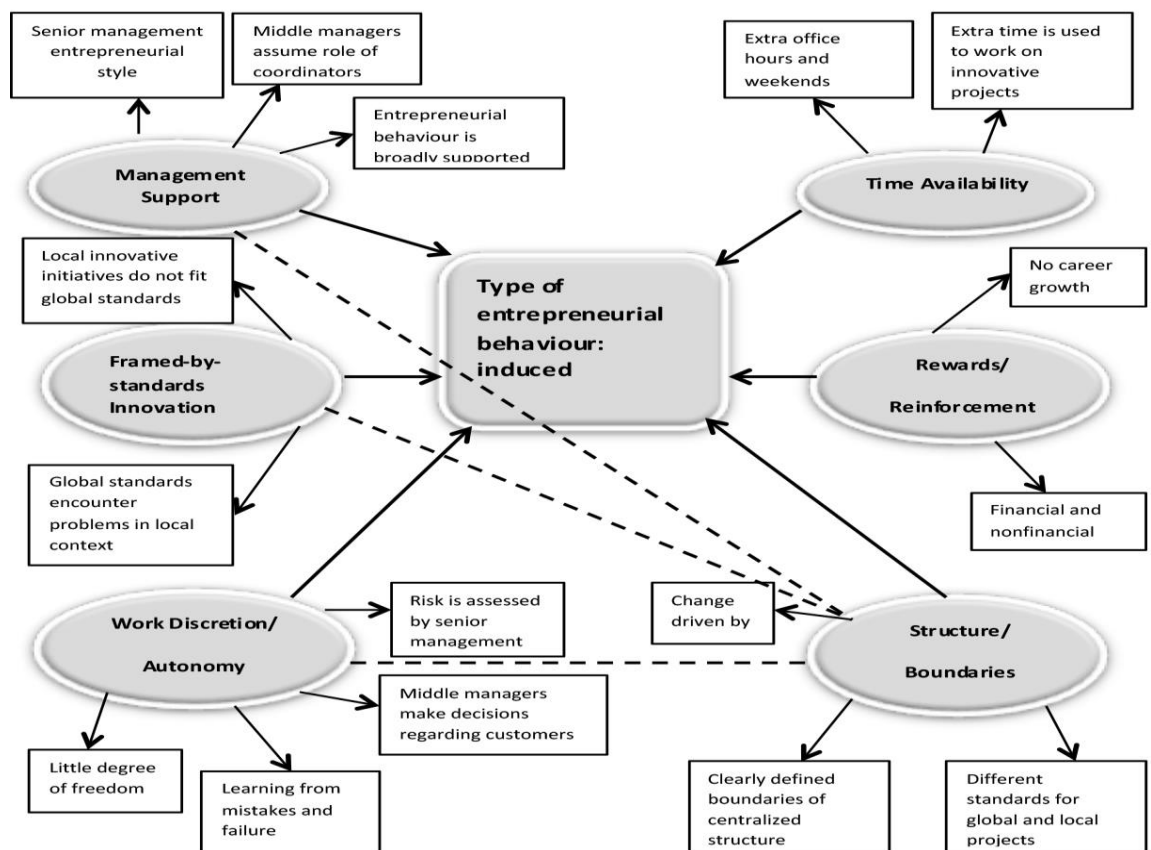
#### ***4.3.8 Findings from Cross-Case Analysis: Company C*** (Excerpts Appendix F.13)

The intent of cross-case analysis is to shed light on the elusive connection between five internal factors and middle managers' behaviour in company C by comparing the commonalities and differences in findings from each manager which are the units of analysis in the case studies. Cross-case analysis enhances the researcher's capacities to understand how relationships between organisational internal factors and middle managers' behaviour exist amongst discrete individual cases, and to accumulate knowledge from the original case

which provides opportunities to gather critical evidence which has contributed to the outcomes of the case (Khan and Van Wynsberghe, 2008).

The themes and interpretation map detailing relevant influencers on middle managers' entrepreneurial behaviour in company C during the case study is presented in Figure 19.

The connections made across company C produced new cognitive structures and augmented existing knowledge about middle managers' entrepreneurial behaviour and internal organisational factors as influencers on corporate entrepreneurship. The importance of Figure 19 is demonstrated by two key points.



**Figure 19: Key organisational influencers on the type of entrepreneurial behaviour**

(Developed by Author)

First, Figure 19 demonstrates the nature of company C's corporate entrepreneurship listing barriers and facilitators for entrepreneurial initiatives. It explores and highlights middle managers' views of internal organisational factors which are embellished by sub-codes affecting middle managers' entrepreneurial behaviour.

Second, Figure 19 illuminates the paramount influence of theory-driven codes (structure/boundaries, work autonomy/discretion and management support) on the data-driven code 'framed-by-standards innovation', emphasising a critical relation between them.

The template analytic technique from the code manual has been applied to the analysis of the text on the five stages of data analysis in order to identify the meaningful units of the potential themes (Crabtree and Miller, 1999; Fereday and Muir-Cochrane, 2006). The predetermined theory – driven codes (Hornsby et al., 2002; Kuratko et al., 2005) and data – driven codes were used during the coding of transcripts and provided support for the use of idiosyncratic chains among internal organisational factors to identify and align themes that might plausibly influence middle-managers' choice of entrepreneurial behaviour.

Referring to Figure 19, the results of the in-depth exploratory analysis of the internal factors in company C have gathered the following significant findings and are illustrated in Table 19.

<b>Theory-Driven Code</b>	<b>Summary of Findings</b>	<b>Emerging Themes</b>
<b>Management Support</b>	Developments of middle managers' entrepreneurial behaviour are broadly supported by the company through training and HR programmes. However, intrapreneurial initiatives are confronted with the high risk, uncertainty and ambiguity of the operational environment (Geisler, 1993, p.57). Perception of opportunity and ability to bring innovative ideas to fruition is characterised by a low drive and limits middle managers' behaviour to the level of surviving and successful competing in the internal organisational environment. The entrepreneurial style of senior management is more desirable in the company whilst middle managers assume the role of coordinators particularly in project activities. Their motivation and what they see as important is more about the commercial intent rather than the radical new thinking that forms the basis for long-term change. Commitment to corporate entrepreneurship floats between moderate or low support for the activity, to floundering or disbanded initiatives, as conditions in the internal and external environment shift, which prevents the development of enduring capabilities (Kelley, 2011). The company's slogan 'Work globally, think locally', which is positioned as an effective engine, entails both risks and uncertainties which create a general resistance in attempts to inject innovative ideas into projects and the business itself.	Moderate or low level of commitment to internal entrepreneurship is supported by the management rather informally.
<b>Work Autonomy/ Discretion</b>	Going through the inevitable changes in the company's internal and external environment, middle managers build their ability to sustain entrepreneurship by assessing progress and guiding teams towards the creation of new sustainable businesses for the company. Whilst the evaluation process of risk-taking is still defined by the senior management, middle managers	Limited freedom for decision taking and unilateral risk assessment by

	<p>successfully use their autonomy of decision-making to implement new solutions as improved work methods in their daily interaction with customers. Although a small degree of freedom as a predominant feature of the company's approval for decision-making reflects on a slowing of managers' entrepreneurial capabilities, it was stated that based on experience, even junior-level managers can sign contracts without upper-level managers' approval but within the consent of the system. Operating within local and global contexts, the company is potentially exposed to a significant amount of risk in terms of financial numbers and the winning of projects. There is a strong emphasis on confidence, trust and accountability amongst employees. Tolerance for mistakes is ranked by the level of severity which later can be used as a form of constructive learning to avoid future drawbacks. However, due to the culture, mistakes are hidden by employees in order to avoid negative implications for their actions.</p>	<p>senior management produces a strategic misalignment between local and global operational environments.</p>
<b>Rewards/ Reinforcements</b>	<p>The company has systems that offer both financial and non-financial rewards and recognition for entrepreneurial initiatives. Employees receive recognition from the company for innovative ideas which help to keep customers happy. Using a broad range of evaluation criteria such as the ability to work under pressure in the international environment, the frequency of travel, the number of successfully signed contracts or closed deals, and the extra office hours to work on their own projects, the company provides individuals with financial rewards as a form of recognition for their innovative activities which benefit the organisation. The system of rewards and recognition varies from recognition amongst peers and during the company's meetings to pictures on the wall, monetary vouchers and discretionary bonuses which depend on the position and experience of an employee. The principal problem a middle manager faces is building a career path. They have trouble generating serious enthusiasm for innovative activities due to 'no career growth' in the company. In order to go higher on their professional ladder, many of them tend to leave the company to pursue new opportunities for career growth. In company C, middle managers have to manage people and budgets to receive additional pay and recognition, though most of them like to work in realistic directions, and do not want to have their time wasted (Fry, 1987).</p>	<p>The reward system and conventional motivation of money does not support employees' perspectives regarding advancement in their careers within the company.</p>
<b>Time Availability</b>	<p>The work load in company C is 40 hours per week and this does not correspond to personal performance. Managers often stay extra hours and go to the office during weekends. This 'bootleg' time allows them to finish their routine office work and to think about projects they currently work on. This extra time is recognised and appreciated by the company so that people give their best efforts to the projects they are more interested in (Fry, 1987). Time constraints are not a problem, and it does not affect quality as the company prioritises quantity. Workload and time used to accomplish one's task is basically monitored amongst low-skilled labour to ensure that the jobs are structured in ways that support individuals' efforts to achieve short- and long-term organisational goals (Ireland et al., 2006).</p>	<p>Extra time allows middle managers to apply their best efforts to projects of their own choosing.</p>
<b>Structure/ Boundaries</b>	<p>Organisational boundaries are clearly defined which creates a certain difficulty in placing organisational procedures in different geographical regions. The company is obsessive in its attention to maintaining a centralised structure. Working in silos, the company's responsiveness to change is driven by the headquarters. The managers realise that growing in size and complexity, the company must decentralise to cope. Attempts to transform a highly centralised and functionally departmental structure into a flat and multi-divisional one have failed, due to the lack of support amongst employees and the headquarters itself. The same has happened with the matrix structure. It struggles and creates a mess when it goes abroad. Due to the culture of the UAE and GCC region, people are unresponsive and do not support major structural shifts, perceiving them as a threat to internal stability and long-term continuity.</p>	<p>The inadequacy of the structure stems from an inability of the headquarters and local offices to combine their systems in a global context, which slows down organisational change.</p>

**Table 19: Summary of findings and emerging themes for company C**

(Developed by Author)

The data obtained from the within- and cross-case analysis, meaningful comparisons of middle managers' views and individual experiences, as well as the mapping and interpretation of their responses woven into the system of organisational internal factors, reveals the contextual specificity and complexity in resolving the tension between the two types of entrepreneurial behaviour.

#### 4.3.9 Summary

In the study of company C middle managers' entrepreneurial behaviour, one of the questions of interest is how middle managers cope with the inevitable problems encountered fitting the innovation process to global and local standards. Middle managers perceive innovation in company C as a programme for doing individualised projects for local business which is part of the company's global strategy. The key role of middle managers is to restructure ideas and communicate about their potential to other organisational members, and to pass them into development (Belousova et al., 2010).

Autonomous behaviours	Induced behaviour
Time availability supports middle managers' best efforts to apply to the projects of their choice.	Management supports internal entrepreneurship rather informally which results in a moderate or low level of commitment to CE.
Ambivalence of benefits of framed-by-standards innovation for global and local contexts (CI).	Strategic misalignment between global and local operational environment due to limited freedom for decision-making and unilateral risk assessment by top management.
	Rewards system does not support career advancement within the company.
	Inadequacy of organisational structure between HQ and local offices slows down organisational change required by global context.
	Dependence on standards.

**Table 20: Internal factors, themes derived from coding and Critical Incident (CI) for company C (Developed by Author)**

The themes derived from the cross-case analysis and displayed in Table 20, highlight the contradiction amongst the internal factors which hinder the ability of management to reconcile tensions between entrepreneurial behaviour as a major ingredient for corporate innovation and the ambivalence of benefits which are affected by global and local standards.



Assuming the role of coordinators, middle managers have no career growth in the company and in most cases they leave the firm to pursue better opportunities. The adoption of the innovation programme has proved to have substantial implementation requirements which dictate the need for compliance with global and local standards within the company's operational environment. It also exerted a good deal of pressure for careful selection of high-quality ideas, risk assessment and learning from mistakes. Management support and work autonomy in conjunction with a centralised organisational structure do not encourage 'individual risk-takers' to bend rules and the firm's rigid procedures in order to keep creative ideas on track. Table 20 shows the *induced entrepreneurial behaviour* of middle managers operating within the global and local company's business environment.

#### ***4.3.10 Company D: Background***

Company D has an extremely diverse portfolio of interests as part of its group of companies, from plant seeds and pest control to American motorcycles. Company D began in 1958 when two brothers, Saeed and Mohammed, set up a small trading business in Dubai using savings of 2,000 rupees, to sell agricultural equipment (in 1958 the Indian rupee was the currency in the UAE). Ten years later, the company made a strategic move into the construction industry as Dubai grew as a trading hub, thanks to a loan from the Emir of Kuwait to the then ruler, Sheikh Rashid. Many projects were funded, including civil projects and the construction of roads and bridges, and company D at this point was in a position to undertake many of the civil and road construction projects.

By the 1970s, the oil boom meant that Dubai had an international airport and was attracting tourism, and company D became a leading sales agent for many of the airlines bringing tourists to Dubai. Also, with an influx of new residents, company D set up a real estate division to handle sales of properties in the rapidly expanding emirate. Therefore, company D became a holding company for what was now a successful group of businesses set up by the two brothers. Company D continued to diversify in the following decades and as opportunities presented themselves, the group was set up to exploit that new market opportunity. This included vehicle sales, as agents for the French car company Peugeot as well as commercial vehicles, and in 2009, company D was awarded a major contract to supply and maintain over 500 VDL buses for Dubai public transport. Company D strengthened its construction business by purchasing and maintaining its own in-house fleet

of construction vehicles and the opening of a cement and asphalt plant to supply not only its own demands for construction, but to supply other select companies too.

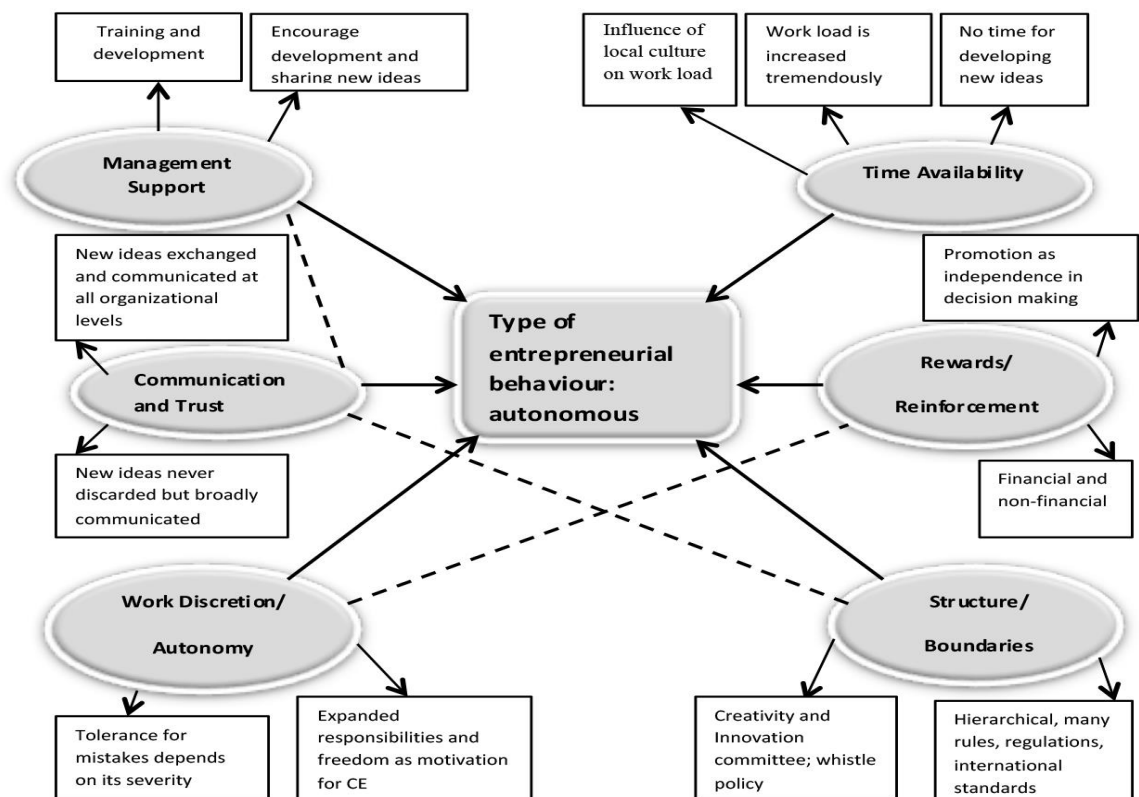
Today, company D remains an Emirati family business, and whilst it is true that the growth and success of company D is directly attributable to the growth and success of Dubai, it was the ability of the two brothers Saeed and Mohammed to both recognise and seize those opportunities that has enabled company D to develop more than 20 successful businesses under its umbrella. Company D now has more than 16,000 employees in its many businesses and within that number there are no less than 40 different nationalities. With family members still taking up important roles in the group, it is an example of the diversification of nationalities that the group CEO is from South Africa and of Irish decent.

Employee relations are good at company D with a less than 16 per cent attrition rate amongst employees. Company D has its own internationally accredited trade school and offers its staff over 150 different training courses. Company D are also very unique in developing a highly successful Visual Impact Training Programme, or 'Industrial Theatre' where a group of actors enact a safety scenario to staff in an informative but part 'slapstick' humorous way to impart an H&S message that has no language barrier. This concept has in the last 12 months directly contributed to company D's low Loss Time Injury (LTI) rate. As with many family-owned businesses in the UAE, there is a strong commitment to sustaining and growing other local industries and company D declares that 40 per cent of its turnover is spent with local suppliers.

#### ***4.3.11 Findings from Cross-Case Analysis: Company D*** (Excerpts Appendix F.14)

The purpose of cross-case analysis is to look for underlying similarities and constant associations (Miles et al., 2014) to develop more sophisticated descriptions of internal organisational factors and a more powerful understanding of middle managers' entrepreneurial behaviour in company D by comparing three individual cases, managers D1, D2 and D3. Managerial cognitions (Hoon, 2013) that emerged from the managers' individual experiences constitute the representation of how managers understand, frame and predominantly view the nature of induced and autonomous corporate entrepreneurial behaviour.

The themes and interpretation map depicted in Figure 20 is useful for demonstrating the relevant influencers on middle managers' entrepreneurial behaviour in company D. The interviewed managers' views reinforce the impressions and insights gained through the case study that entrepreneurial initiatives are highly dependent upon internal organisational factors, and galvanised by local culture. The organisational influencers that emerged from 'critical data fragments' were open coded (Corbin and Strauss, 1990) and depicted as rectangular bins in Figure 20. Axial coding (Corbin and Strauss, 1990) was performed to establish the relationship operating in company D and relevant to the study.



**Figure 20: Key organisational influencers on the type of entrepreneurial behaviour**

(Developed by Author)

Figure 20 displays the relationships between variables via the hyphenated lines, and it is informative in two key aspects.

First, Figure 20 portrays the nature of CE in company D highlighting what middle managers saw as supporting internal factors for CE or conversely, as major impediments to

entrepreneurial initiatives. An understanding of how the impediments influence CE is potentially useful, especially when the issue of addressing the balance between induced and autonomous entrepreneurial behaviour arises.

Second, Figure 20 identifies important links amongst internal factors and depicts their effect on entrepreneurial behaviour as suggested by the interviewees. This systemic view of middle managers' responses provides a useful context for the explanation of the phenomena under investigation.

Breaking the data apart in analytically relevant ways (Coffey and Atkinson, 1996) has led the study's findings from the data to the idea and from the idea to all the data pertaining to that idea (Richards and Morse, 2012). Table 21 demonstrates the key findings and emerging themes that create an idiosyncratic pattern based on the respondents' own personal perceptions of experience and individual values.

<b>Theory-Driven Code</b>	<b>Summary of Findings</b>	<b>Emerging Themes</b>
<b>Management Support</b>	Personal interactions between employees and managers regarding problems, new ideas and projects constitute an important factor for promoting and developing entrepreneurial activities (Castrogiovanni et al., 2011). Development of innovative actions requires assistance and financial support which due to the organisational structure has taken months to receive the final approval. Middle managers in company D provide a canvas for individual entrepreneurial behaviour promoting and developing new ideas through open channels of communication and trust. The interviewed managers comment that training is particular important as it helps them to perceive themselves as intrapreneurs. The managers in company D see a clear link between education and training and the capacity to be engaged in various entrepreneurial activities (Castrogiovanni et al., 2011).	Promoting entrepreneurial behaviour amongst employees and encourage employees' participation by providing training and development practices.
<b>Work Autonomy/ Discretion</b>	The managers say that mistakes are well tolerated though it depends on the severity of a mistake. Tolerance of ambiguity when mistakes happen influences innovative activities, and depends on experience of middle managers and their ability to make independent decisions. The ability of middle managers to make decisions regarding the selection of ideas and business opportunities depends on their individual abilities to search out for information and utilise it (Moore, 1986). Employment stability affects employees' creativity and desirability to work on innovative ideas and individual projects whilst expanded responsibilities and freedom are viewed as a motivational factor and provide credibility to their innovative ideas and projects.	Corporate entrepreneurial initiatives are subject to middle managers' autonomy, trust and experience.
<b>Rewards/ Reinforcements</b>	Personal recognition of employees is considered as a stimulating factor for developing their entrepreneurial initiatives. Manager D2 and manager D3 have said that employees are appreciated and promoted if their entrepreneurial initiatives are profitable for the company. The reward system is structured very broadly and includes yearly bonuses, promotions up to the 'complete change of career path'. Promotion is viewed more as autonomy in decision-making rather than simply better paying. The positive value of promotion has been accorded by the all three managers who emphasised cultural specificity of Arab countries with less freedom but more responsibility and workload. The	Rewards and employees' recognition are viewed as a stimulator for entrepreneurial activities and an opportunity to act

	managers consider promotion as an opportunity to act independently and autonomously in order to succeed. Time constraints decrease development and implementation of innovative ideas with their individual projects.	independently.
<b>Time Availability</b>	Manager D1 says that during past three months workload has increased tremendously and this has left no time for developing innovative ideas: 'Last three months do not allow to do some tasks and at this point level of creativity is decreased.' According to Hornsby et al. (2009), time availability for managers is an important resource for generating entrepreneurial outcomes. Manager D2 expresses his dissatisfaction with culture of local organisations that tend to increase workload for those employees who are considered to be hard workers. Constantly working under the time pressure, middle managers experience health and mental problems caused by stress and time constraints which obviously reflect on decreased number of implemented entrepreneurial ideas.	Time constraints decrease development and implementation of innovative ideas.
<b>Structure/ Boundaries</b>	Company D's hierarchical structure embodies a number of rules, regulations and international standards such as ISO. Large and successful enterprises as company D develop hierarchies, rules and procedures that begin to constrain entrepreneurial activities and behaviours unnecessarily (Teece, 2007). However, despite long bureaucratic procedures related to obtaining approval from departmental managers regarding financial resources to proceed with implementation of innovative phone application, middle manager D1 emphasises effective top management support and the importance of communication and ideas sharing on a cross-departmental level. Being a multi-divisional firm, company D successfully puts the right people in the right places. Job descriptions are clear which make employees feel safe and secure within their working environment. Work should be done according to the task list that allows employees to understand and execute the required tasks according to the date and time set. In order to confront bureaucratic rigidities and encourage more entrepreneurial activities, manager D3 describes the establishment of the Creativity and Innovation Committee that assesses new ideas on a regular basis, evaluates their benefits for the company, and decides on implementation of projects.	Redesigning of routines brings centralised organisation closer to decentralisation.

**Table 21: Summary of findings and emerging themes for company D**

(Developed by Author)

The analysis of data obtained from the within- and cross-case analysis and comparing middle managers' views and individual experiences offers 'the web-like network' as an 'organising principle and a representational means', making explicit the procedures employed in going from text to interpretation (Attride-Stirling, 2001).

Although this study goes on to focus upon middle managers' entrepreneurial behaviour and their approaches to address the balance between induced and autonomous entrepreneurial initiatives, the analysis of company D's internal organisational factors suggests that middle managers' entrepreneurial initiatives were often the result of a systematic diagnosis of opportunities that were the best options to achieve objectives.

#### 4.3.12 Summary

The implications of the analysis of middle managers' entrepreneurial behaviour in company D are potentially far-reaching. The 'thematic networks' derived from coding and cross-case analysis illustrate the main themes, and are portrayed in Table 22 which illuminates the internal factors leading to the ability of management to reconcile (at least partially) tension between entrepreneurially minded employees on one hand and a hierarchical organisational structure that has a strong inclination towards decentralisation.

Autonomous behaviours	Induced behaviour
Promoting entrepreneurial behaviour amongst employees and encourage employees' participation by providing training and development practices.	Time constraints decrease development and implementation of innovative ideas.
Corporate entrepreneurial initiatives are subject to middle managers' autonomy, trust and experience.	Redesigning of routines brings centralised organisation closer to decentralisation.
Rewards and employees' recognition are viewed as stimulator for entrepreneurial activities and opportunity to act independently.	
Communication and trust endorse innovation.	
Entrepreneurialism through trust and communication (CI).	
Freedom for decision-making (CI).	

**Table 22: Internal factors, themes derived from coding and Critical Incident (CI) for company D** (Developed by the author)

The analysis reveals the central importance of promotion identification as a gateway for future independent decision-making, and apparently, to work autonomously as the operating level collaborators, gives them an opportunity to be promoted further to take a more senior position and influence project development at some later stage (Belousova et al., 2010). Another significant connection has been explored and highlighted the importance between organisational structure and the data-driven code 'communication and trust'. The company faces an inevitable challenge: either to continue the old way and be restrained by a hierarchical structure, or to move forward towards restructuring and decentralising which creates new possibilities and opportunities to sustain competitive advantage in an efficient and effective manner. Middle managers in company D encounter necessity to dissolve hierarchical bureaucratic structures and establish a more democratic style of structural governance to reinforce their *autonomous behaviour*.

#### ***4.3.13 Company E: Background***

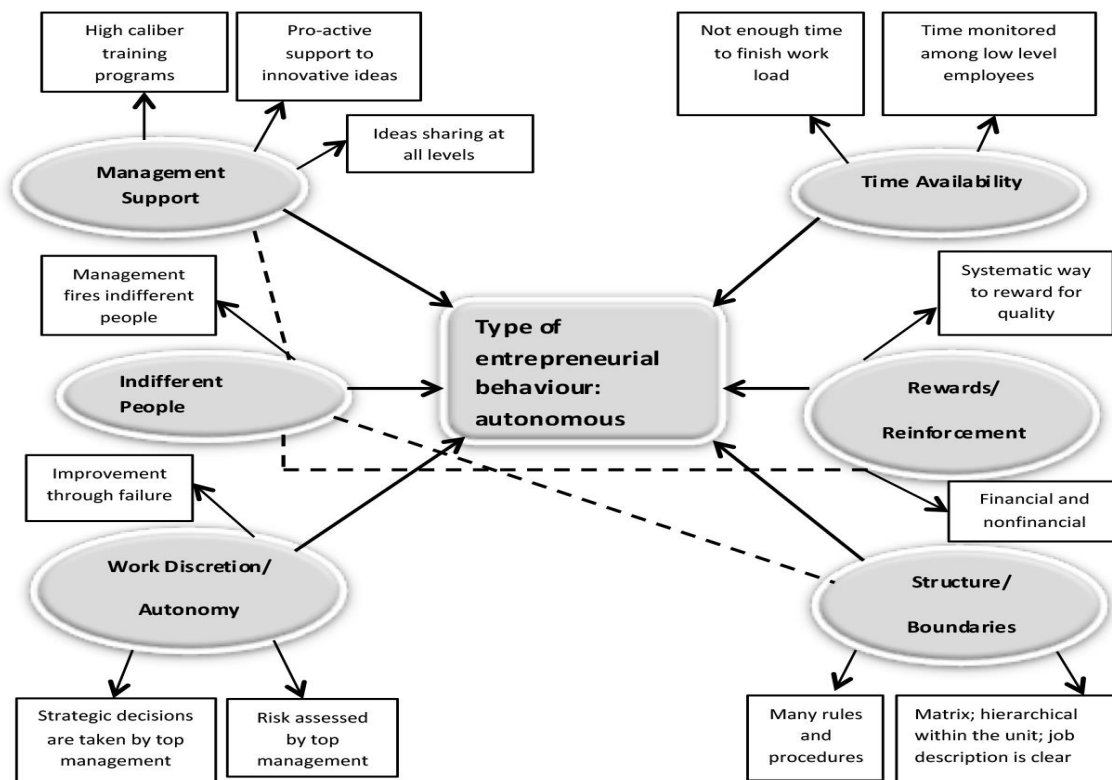
Company E is a family-owned business that has diversified into four distinct areas of operations, all of which are independent with little connecting activities. Prior to setting up in Dubai, company E established itself as a family business far back in 1905 in Bahrain. It was set up by four brothers and initially traded in commodities including tobacco and rice. In 1927, a landmark deal with UK drinks manufacturer Nichols steered the company into the beverage market from where it would grow to this day. Over the next five decades, company E would move to the Kingdom of Saudi Arabia and in 1982 would launch its own very popular beverage brand 'Rani' into the Middle East. Within three more years, company E also launched the brand 'Barbican' into the Middle East market, having acquired marketing rights to this non-alcoholic malt beverage from the UK manufacturer Bass Beers. The later manufacture of Barbican would move to a new plant in Dubai in 2005.

In 1999/2000 company E took a significant deviation from its core beverage business and invested in the construction of a boutique hotel in Mozambique, Africa. Around the same time, company E set up an investment and real estate arms of its Rani brand, acquiring other hotels in the region including the purchase of Radisson Blu hotel in Maputo, the capital of Mozambique. Company E also partnered with the Indian Oberoi group in Delhi to develop and operate an Oberoi hotel in Dubai, which opened in 2013. This African venture was not the only diversification for company E as back in 1974 they had set up a woodworking business in the Kingdom of Saudi Arabia to manufacture kitchen units for the Canadian company Crestwood, and in 1981 company E branched into the supply of safety equipment. In 2011, the American Coca-Cola Company purchased a 50 per cent stake in company E's beverage business at a cost of almost \$1bn. This purchase enabled company E to become a bottling partner for the Coca-Cola Company, one of 17 such partners in the Middle East region – Coca-Cola is a franchised distribution operation; the American factory produces a concentrated syrup, which is then sent to bottling companies around the world who manufacture the final product in cans and bottles. Following the purchase, company E and The Coca-Cola Company set up two divisions in Dubai: one to handle all Coca-Cola Company products (including Coca-Cola Light, Coca-Cola Zero, Fanta and Sprite), and Rani Refreshments to continue licensing Rani and Barbican brands. Today, company E is a major family-owned business in Dubai.

#### 4.3.14 Findings from Cross-Case Analysis: Company E (Excerpts Appendix F.15)

Having displayed the unique dynamism of each individual case, noting how the context influences the experience of middle managers, the candidate looks to find what is common across the single cases, not what is unique to each (Stake, 2013). The cross-case analysis emphasises the common relationships and the similarity amongst three different professionals – middle managers E1, E2 and E3 – each having their own particular situations, views and experiences. It also seeks the binding concept that ties the cases together, enabling the researcher to produce an interpretation across the cases. The idea behind cross-case analysis is to integrate the findings from each middle manager, and to force the investigator to go beyond initial impressions (Meyer, 2001) by comparing these emergent findings to obtain a close fit to the data (Eisenhardt, 1989).

The themes and interpretation map lists the enablers and barriers of middle managers' entrepreneurial behaviour in company E, and is depicted by Figure 21.



**Figure 21: Key organisational influencers on the type of entrepreneurial behaviour**  
(Developed by Author)



The organisational influencers emerged from ‘critical data fragments’ that raised common issues then were open coded (Corbin and Strauss, 1990) and depicted as rectangular bins in Figure 21. Axial coding (Corbin and Strauss, 1990) was performed to establish the relationship operating in company E and relevant to the study. Figure 21 displays the relationships between variables via the hyphenated lines and is important in two key points.

First, Figure 21 shows the nature of corporate entrepreneurship in company E, exploring and highlighting how middle managers viewed internal organisational factors affecting entrepreneurial initiatives. Figure 21 lists the barriers and facilitators for successful corporate entrepreneurial activities.

Second, Figure 21 provides an indication of data-driven code ‘indifferent people’ and its importance of alignment with theory-driven codes such as rewards/reinforcement, structure/boundaries and management support. It should be noted that it is unsurprising that ‘Management is very generous with people who through failure bring new businesses to the company and giving chance to people to prove themselves again. But when the management sees “indifferent” people, they simply fire them’ and which to a greater extent cross-references with the interview findings.

<b>Theory-Driven Code</b>	<b>Summary of Findings</b>	<b>Emerging Themes</b>
<b>Management Support</b>	Ideas stem out of different company levels and thanks to effective communication channels are shared throughout the company. As empowerment, top management downstream their ideas to the level of middle management in order to get feedback from the customers. Working closely with junior management-level middle managers ‘frame the opportunity’ and communicate the project-selling ideas to the higher management, maintaining their support, and providing legitimacy internally and externally (Belousova et al., 2010). High-calibre training programmes allow middle managers, as intrapreneurs, to effectively realise their multifunctional background in the company. Ideas are more focused on problem-solving within the walls of the company, whilst external opportunity-driven ideas are directed either to explore new market opportunities or to develop an opportunity for existing products and services. These ideas are reviewed and if accepted, provided with financial support from top management.	Innovative ideas stem out from different levels, shared throughout the company and supported by top management.
<b>Work Autonomy/ Discretion</b>	All three managers confirm that risk-taking and decision-making in company E is centralised and controlled by top management. Middle manager E2’s comments on risky issues are as follows: ‘A risky decision was taken with relation to the local culture: management has removed shifts for Muslim prayer break which is 4–5 times. Most of employees consider it as a “very risky” step.’ Being involved in various geographical projects and operating in the countries with high risk and uncertainty, the company protects its market position through the scrutinised risk assessment and undergoes thorough planning process. The respondents have reported that despite limited freedom and harsh criticism, employees are allowed to share their ideas and interact but not take decisions. Management views failure as an opportunity to learn, encouraging those who brings business through failure, and does not tolerate unenthusiastic and indifferent people.	Assessed risk and centralised decision-making allows the company to withstand environmental turbulence and to achieve strategic goals.
<b>Rewards/ Reinforcements</b>	Company E’s rewards and incentives programme support the previous research and show the broad range of employees’ entrepreneurial behaviour recognition. The managers are rewarded on a systematic way based on weekly, monthly and yearly rewards programme. However, it is worth mentioning that assessing managers’ entrepreneurial behaviour, the	Intrinsic and extrinsic rewards are based on managers’

	company evaluates it in two dimensions: managers' personal contribution to innovations, and value of each manager's skills set to the business. Rigorous assessment of these two dimensions leads to company's intolerance of 'indifferent people'.	personal contribution to innovation and value of their skills.
<b>Time Availability</b>	In terms of evaluating work load to pursue innovations, time availability has a great influence on middle managers' entrepreneurial behaviour. Shortening breaks for sales managers leaves no time for employees to network and communicate their ideas amongst each other. It seems that only two categories of managers (project and marketing) have relatively unconstrained time to fulfil their tasks. Project managers are free to use their time for outside office meetings and network connections, expanding time availability based on the project. In order to achieve short- and long-term goals, marketing managers are judged by results not the time they spend inside or outside the office.	Time availability is not equally structured and distributed amongst jobs.
<b>Structure/ Boundaries</b>	All three managers confirm that outcomes expected from their work are clearly explained and their roles are clear and well supported by a precise job description. Selecting and evaluating mechanisms varies broadly with a special consideration to innovations employees can develop for the company. Organisational structure consists of many units which are spread geographically, and which require a unique approach to fit organisational strategic goals. Too many rules and procedures create a certain rigidity in terms of strategic fit in different geographic regions and countries with different economic and political levels. Despite the hierarchical structure, there are many business units operating on a global level. The uniqueness of this structure helps to simplify entrepreneurial actions taken throughout the company. Top management pays great attention to keep organisational boundaries and structure in place to support autonomous entrepreneurial initiatives as an important value-creating behaviour.	Organisational structure supports autonomous entrepreneurial behaviour.

**Table 23: Summary of findings and emerging themes for company E**

(Developed by Author)

Referring to Figure 21, qualitative analysis of data obtained from the interviews with three managers of company E and the findings reflect the original accounts that are grounded and inductive (Pope et al., 2000). Based on the evidence from the case study and thematic analysis, the following conclusions have been drawn and depicted in Table 23.

The themes derived from the coding and cross-case analysis and summarised in Table 23 reflect the findings related to autonomous and induced entrepreneurial behaviour amongst middle managers in company E. It is immediately obvious that middle managers who are engaged in entrepreneurial activities are strongly supported by the top management through a free flow of communication and ideas sharing.

#### **4.3.15 Summary**

The study of company E suggests that middle managers address the balance between induced and autonomous entrepreneurial behaviour through a number of factors influenced by organisational internal antecedents. Table 24 shows a contradiction between management support and centralised decision-making and raises some risky issues which require a close look in order to avoid conflicting situations based on the 'ignoring' of religious and cultural elements. The uniqueness of the organisational structure shaped by the symbiotic mixture of matrix structure at the global level and hierarchical at the level of business units, enables

middle managers to undertake autonomous entrepreneurial initiatives at all levels across the company, and has a strong tendency to de-centralisation.

Proactive support for innovative ideas provided by top management creates an environment where employees can learn and improve through failure. However, the firm faces problems with creating a negative environment by shortening breaks and prayer time which has a strong impact on organisational culture and causes dissatisfaction amongst many employees. This contradiction in organisational internal environment ‘requires an urgent reconciliation by shaping organisational culture as a predictor for entrepreneurial initiatives’ (Manager E3). Although organisational structure within the various business units is hierarchical, company E operates under the features of a matrix structure.

Autonomous behaviours	Induced behaviour
Innovative ideas stem out from different levels, shared throughout the company and supported by top management.	Assessed risk and centralised decision-making allows the company to withstand environmental turbulence and to achieve strategic goals.
Intrinsic and extrinsic rewards are based on middle managers’ personal contribution to innovation and value of their skills.	Time availability is not equally structured and distributed amongst jobs.
Organisational structure supports autonomous entrepreneurial behaviour.	Risk causing decisions in relation to local culture (CI).
The company does not tolerate ‘indifferent people’ to innovation, self-development and learning.	
Rewards across all levels of management according to their enthusiasm to solve day-to-day problems (CI).	

**Table 24: Internal factors, themes derived from coding and Critical Incident (CI) for company E (Developed by Author)**

This gives middle managers a certain flexibility to proactively search for business opportunities that allow innovative occurrences. Administrative and operational linkages through which the firm institutionalises corporate entrepreneurship is reflected in organisational structures that determine, to a great extent, the effectiveness of middle managers’ entrepreneurial behaviour and practices (Burgelman, 1984b).

The in-depth exploration of each manager’s response organised by job function presents a comprehensive examination of the ‘contemporary phenomenon in its real-life context’, and is organised around substantive interview questions integrating evidence from different data

elements (Yin, 1981). Each narrative portion of an individual interview is organised as a note around a specific interview question, highlighting differences and similarities of each manager's individual experience in his job function. The tables in Appendices F.16, F.17 and F.18 illustrate the complete analysis conducted. The top part of the table focuses on the within-case analysis of each manager's response by his job function. The Excel table summarises the responses by job function to each one of the interview questions, as well as the researcher's findings against theory-driven codes.

The goal of this phenomenological research was to develop a significant structure of middle managers' approach to balance induced and autonomous entrepreneurial behaviour. Findings from the within-case analysis organised by job function reveal the aspects of middle managers' experience that occur not only as individual 'units of meaning' but also as part of the pattern integrated by the confluence of meanings within individual narrative accounts in their job function (Yin, 1981; Ayers et al., 2003; Rihoux and Lobe, 2009).

#### 4.4 Cross-Case Analysis by Job Function

Cross-case analysis by job function has been started by an analysis of internal factors and their influence on middle managers from the five companies under study (see Appendices F.20 to F.22). Findings from individual accounts organised by job function have been utilised in analysing outcomes from the study of five companies in the UAE context, and include middle managers' responses to the interview questions in their job function. The results of the analysis have revealed the following (see Table 25):

Middle Managers/ Internal Factors	Summary of Findings		
	Project Managers	Marketing Managers	Sales Managers
<b>Management Support</b>	According to the interviewed five project managers, the top management of their companies supports and encourages innovative ideas especially those which are related to technology and work methods improvement. The novel ideas are shared at all levels of the companies, discussed and provided feedback. However, project manager from company C	Innovative ideas are highly supported and welcome from everyone. Top management actively participates in ideas sharing with employees and receiving feedback from them. Various training is provided to enhance entrepreneurial spirit (manager D2). Top management encourages innovative ideas amongst employees, supports proactive employees and helps them to grow in the company.	Managers provide support for any accepted innovative idea. They are ready to listen and give their feedback. Development of new ideas is supported by various expensive and high-calibre training programmes. According to manager A3's perspective, low-level management has more innovative ideas. On the contrary, a significant

	mentioned that encouragement of innovative ideas in the company is supported rather informally.	However, most of the companies confirm that big innovative projects come from top to down. The tendency to cascade innovative ideas from top to down is prominent for the companies A and E. Marketing manager C2 does not see much support for innovation and innovative ideas from HR programmes which provide 'no drive for creative ideas'.	difference in developing entrepreneurial initiatives appears, as manager C3 has stated, when innovative ideas are cascaded from top to down. Further, manager C3 argues that middle managers can stop or promote innovative ideas which can be explained by the fact that middle managers adopt practices that allow them to satisfy their customers' expectations (Messeghem, 2003).
<b>Work Autonomy/ Discretion</b>	Except company A where project managers are not allowed to make mistakes as they dissatisfy investors, the results show that project managers from companies B, C, D and E are allowed to initiate some projects even though they might fail. Learning from mistakes and failure gives them a chance to improve. Despite the fact that risk-taking creates a positive attitude (manager B1), all other project managers confirmed uniformly that risk-taking decisions are only the top management's prerogative and freedom for decision taking could be delegated to matured and long-serving employees (managers A1, B1).	Decision-making latitude is very limited especially with regard to local culture (managers A2 and E2). Risk-taking is closely monitored and assessed with no tolerance for individual risk-takers (manager B2). Estimated risk that should be approved by top management and decision taking based on experience seriously stifle innovative initiatives amongst middle management whose focus is to link groups and ideas across the company (managers A2, B2, C2, and E2). Manager D2 has emphasised an increased level of uncertainty and insecurity during times of crisis, when employees leave without a notification letter.	Most interviewed managers, except manager E3, have confirmed that they behave proactively and are problem-oriented (i.e. developing new working methods – manager B3, and working out new solutions for clients – manager C3). Manager E3 has defined autonomy on the job as an important work characteristic in the strategic corporate decision-making process that is taken by top management in order to protect the company from unnecessary risk. Manager B3 supports manager's E3 statement by asserting that they are not willing to take a risk and leave risky issues up to the top management to assess them and take decisions. Managers A3 and D3 have stressed the proactivity-enhancing effects of independent decision-making based on individual and socialising experiences which increases their confidence in taking a broader job role (Hornung and Rousseau, 2007).
<b>Rewards/ Reinforcements</b>	Project managers receive generous rewards, different packages and letters of appreciation in a systematic way. However, project manager C1 emphasises the point of career growth which could be better if the company had a clear career path, as for now many managers leave to improve their career who are willing to grow and develop professionally.	Rewards/Reinforcements systems vary from financial and non-financial programmes. Employees are fully appreciated and rewarded for their innovative ideas. This can be in the form of discretionary bonuses, promotions, pictures on the wall and letters of appreciation. Manager A2 works on an 80 per cent commission basis.	Rewards/Reinforcements programmes use financial and non-financial rewards and recognition. Manager A3 is on commission basis, whilst others receive rewards and recognition from their companies on a weekly, monthly and yearly basis. It can be various bonuses, monetary vouchers, promotion followed after innovative ideas are evaluated, accepted and implemented. Employees are awarded during general

			meetings and special ceremonies. Manager B3 has stated that company recognises novel ideas and rewards proactive employees helping them in different life situations.
<b>Time Availability</b>	Time Availability is a serious issue for managers A1 and D1. They stated that the tight schedule and constantly increasing workload does not allow enough time to complete a project and results in decreased innovation. Project managers B1, C1 and E1 are satisfied with their time availability. Manager B1 stated that they have 80 per cent of their time available for developing new ideas. A similar point is made by project manager E1 who is free to use his time as he sees fit in order to bring new businesses to the company.	Time Availability is a prominent obstacle for managers B2, C2 and D2. All three managers confirm the increased time pressure and the workload. No time to fulfil the job load and spending extra hours with customers creates an atmosphere where marketing managers cannot develop new ideas under the tough working schedule. Only managers A2 and E2 have freedom to use their time as they see fit. Seeking valuable deals for the company partnerships and being judged by results not time, managers A2 and E2 are more focused on their salient tasks to scan the internal and external environment (Floyd and Lane, 2000).	Time Availability is a serious factor causing staff stress with enforced deadlines for completion of jobs (i.e. manager D3). Manager C3 pointed out overtime which is appreciated by the top management. Time restraints with short breaks create pressure for managers A3 and E3. However, manager A3 has no problem with time and emphasised its flexibility and availability.
<b>Structure/Boundaries</b>	Except company E that has a matrix structure, all other companies have a rigid hierarchical structure which slows down effective communication and the decision-making process due to centralisation. All project managers stated that despite most of the rules and regulations being clear, administrative procedures do not help much in enhancing the free flow of information between the external environment and the company itself.	Structure/Boundaries divide tasks and provide coordination (Waterman et al., 1980) to the company's business dimensions holding many informal meetings in order to align its goals with strategy (manager A2). All managers state that rules, regulations and job descriptions are clear, and everyone knows what is expected from him. Centralised hierarchical structures do not help to support uniformity for global and local dimensions of the company operations (manager C2). Managers D2 and E2 argue that even a mild inclination of the company's structure towards flexible organisational boundaries and decentralisation increases the free flow of information, and they benefit a lot from this boundary permeability interacting with various groups across the company and geographically spread business units.	Structure is characterised as rigid and centralised using the conservative approach denoted as planning and consistency. Except managers D3 and E3 who described structure/boundaries of their companies as being relatively decentralised, the other managers A3, B3 and C3 expressed their discontent with the risk-averse corporate structure and numerous top-down policies and rules.

**Table 25: Summary of findings from cross-case analysis organised by job function**  
(Developed by Author)

#### ***4.4.1 Findings by Job Function***

The cross-case analysis of middle managers' responses to the interview questions organised by their job function suggests that the adoption of entrepreneurial behaviour has a number of characteristics influenced by organisational internal factors which play a significant role in how middle managers address the balance between induced and autonomous entrepreneurial behaviour.

##### **Project Managers**

Based on the data obtained from the interview of project managers, an important 'chain of evidence' (Yin, 1979) was found between induced and autonomous entrepreneurial behaviour. Specifically, two organisational antecedents as such management support and rewards/ reinforcements strongly corroborate project managers' autonomous behaviour. An innovative attitude from senior management encourages and supports entrepreneurialism amongst project managers.

Management supports corporate entrepreneurship with open communication of creative ideas at different levels, encouraging new ideas at a condition to be accompanied by a clear implementation plan. If management agrees on the new ideas, they will be adopted and regularly assessed as how to far it is serving the general purpose of the organisation (manager B1).

The real impact of top managers' support is felt in their 'skills with which they avoid the temptation to manage specific entrepreneurial initiatives', assuming if the process is right, that a certain degree of success will follow (Sathe, 1989). This notion is strongly corroborated by manager D1, who says:

Management supports innovative ideas and encourages employees to share them amongst each other and give feedback. New ideas related to technology are largely supported, and the management provides training and support for how to identify business opportunities.

Having analysed management support as an internal factor for CE, it is clear that the interactive nature of CE suggests frequent exchanges of types of entrepreneurial behaviour amongst employees and their ideas:

Managers provide proactive support to business units on a various range to promote innovative ideas. Management uses the most updated operational quality system software 'My Idea Hub' (manager E1).

Effective entrepreneurial actions on the part of project managers are well supported by the method of company rewards and recognition programmes.

We do have lots of rewards and recognition. Different privileges such as parking lots, use of SPA for ladies and the gym for men, iPads. Monthly recognitions are about 'the best employee of the month'. Generally, rewards motivate us. For example, once a specialist in one area becomes very good, the management moves him/her to another harder and more challenging area (manager A1).

Project managers are provided with practical rewards, and a well-placed reinforcement system 'that allows people to advance assuming additional responsibility' (Fry, 1987). Use of commissions, bonuses and privilege packages significantly motivates employees and supports creativity and innovation amongst the project managers.

As depicted in Table 26, project managers' autonomous initiatives are constrained by limited work autonomy and decision-making. Manager D1 reveals:

It depends on experience and the task, it is not necessary always to check with the manager or get his approval. But sometimes it goes hierarchically that the middle manager seeks an approval from the top level.

It manifests itself in terms of oversight and seeking approval from the top for 'anything that lies beyond the formal job description' (Birkinshaw, 2003). 'Creating dependency through reserving decisions for higher levels in the hierarchy' (Hollensbe et al., 2014) demotivates employees to contribute to decision-making and sharing responsibility. Although seeing learning from mistakes as a valuable asset, work discretion is compromised by a total compliance with the structure/boundaries internal factor. For the reason based on 'little tolerance for mistakes', project managers feel less concerned to make decisions which later they might be told off for. The complexity of top management's attitude towards mistakes is well explained by manager D1:

Mistakes are well tolerated especially those of internal issues such as work delay, disrespect of employees etc. However, all depends on the severity of a mistake. If it affects financial health of the



company or cause a project financial or reputational risk, then harsh actions are taken and those who are responsible for it face administrative measures.

Autonomous behaviour	Induced behaviour
Management supports and encourages innovative ideas.	Management limits autonomy and decision-making. Learning from mistakes is seen as a valuable asset. Risk is cautiously encouraged.
Effort is rewarded and reinforced.	Time constraints hinder entrepreneurship.
	Well-defined boundaries but a rigid structure stifles entrepreneurial initiatives.

**Table 26: Project managers' entrepreneurial behaviour** (Developed by Author)

Since the organisational culture of hierarchy focuses on internal control and formalised work procedures, it strongly corroborates a rigid organisational structure where risk is cautiously encouraged after senior management assessment and approval. El Kelish and Hassan (2012) argue that a hierarchical structure has a significant effect on UAE companies' risk disclosure. An interesting statement was made by manager C1 who described the ambiguity of risk encouragement and confession of mistakes in his multinational company:

Risk is not encouraged. On an individual level, risk is not encouraged in terms to do the way an employee thinks. Delegation of authority expands boundaries but quite a bit of freedom. Tolerance for mistakes can be described as yes and no. They look at how serious is mistake and its impact. Why the mistake was made and what the company can learn from mistakes. Company's environment encourages confessing one's mistake, however, culture reflects on hiding mistakes.

Tight control within a highly structured organisation creates the possibility to disclose more information and exercise more control over risk, particularly in multinational environments such as within the UAE MNCs.

The criticality of time availability to pursue innovations, and yet to have the right amount of time to accomplish workloads has been emphasised by the project managers. Manager A1 complains:

Sometimes time is very tight. At times, it takes up to three months to finish a deal or project.

An innovative attitude from middle management is confined and restricted by a cautious work regime. The study of project managers' responses to interview questions suggests that

unavailability of extra time prevents them ‘to consider opportunities for innovation that may be precluded by their required work schedules’ (Kuratko et al., 2014).

During the past three months, work load is increased, limited time to think about innovation. Last three months do not allow doing some tasks and at this point, level of creativity is decreased (manager D1).

However, it is worth mentioning that in seeking valuable deals for the company partnerships and being judged by results not time, some project managers have the freedom to use their time as they see fit:

Time is monitored basically amongst low-level managers but not project managers or business developers. There is no need for business developer to inform that he needs half of the day off the office as his meeting with important potential client falls on the working hours. Nobody will watch him (manager E1).

All project managers confirm a strict adherence to rules and regulation:

Employees should respect rules, regulations and procedures (manager C1).

Too many rules and regulations. Rules are very clear what to do today, tomorrow or even after one month (manager D1).

Based on findings from the cross-case analysis by job function, project managers highlight the burden of administrative procedures and rigidity of hierarchical organisational structures. They emphasise that despite the clarity of rules and regulations, complex administrative procedures and centralised structures significantly hinder the communication and decision-making process.

### **Marketing managers**

Built on responses to the interview questions, similar characteristics of a ‘chain of evidence’ in autonomous and induced behaviour were found amongst marketing managers. Table 27 describes the themes derived from marketing managers’ responses to the interview questions.

Autonomous behaviours	Induced behaviour
New ideas are shared with employees and encouraged by management.	Individual risk-taking is not encouraged and should be assessed and approved by top management.
Effort recognised and reinforced intrinsically and extrinsically.	Insufficient time allocated to support the workload.
	Complex rules and procedures to comply with, along with a hierarchical management structure counteract employees' innovative behaviour.

**Table 27: Marketing managers' entrepreneurial behaviour** (Developed by Author)

Notably, two organisational antecedents such as management support and rewards/reinforcements pertain to the autonomous entrepreneurial behaviour of marketing managers. Top management's awareness about employees' innovative ideas is created during weekly meetings where new ideas are discussed and shared amongst all the staff members.

We conduct weekly meetings with employees and discuss with them how to improve the company's market position. We welcome opinion of everyone to discuss such issues as labelling the company cars, discount packages with Dubizzle, etc. Our employees are specialising on the particular area of the city so eventually they become experts of the property in the particular district. We debate a lot whether to have a segregated or an opened area of expertise for the employees in terms of different sorts of property, specific requirements of the districts and customers, as well as sell vs rent. Top management is always on our side (manager A2).

Corporate entrepreneurship is instigated by senior management (Ireland et al., 2009) and characterised as a process cascaded from 'top to down'. Manager E2 says:

Managers provide proactive support to business units on a various range along with free flow communication that provides ideas sharing throughout the all levels of the company. The company initiates big geographical projects which are coming from top and also from down.

This statement is supported by manager A2 who asserts:

Innovation is coming from down to top.

An insignificant amount of work autonomy based on extensive experience and gained expertise allows ideas from all sources to be explored and assessed by top management:

The manager's experience is counted. For instance, a new manager may not know abilities of all employees. The managers with 10–15 years of experience can easily pinpoint abilities of employees and give them diverse tasks and support their activities (manager D2).

Decision taking is based on experience. Need to get an approval not necessary from the top but within the system (manager C2).

Top management encourages innovative employees on a daily basis, and helps them to grow their career in the company:

The company encourages proactive employees as it affects running of the business from positive perspective and helps employees grow in the company (manager B2).

The commitment of senior management to support entrepreneurial initiatives and willingness to share their experience through communication and high-calibre training programmes are critical to identify opportunities both internally and externally (Burgess, 2013). Manager D2 says:

Top management encourages professional training every two months, and this is available for all employees.

According to the marketing managers' comments, the search for and commitment to new opportunities is supported by a well-established balance between the extrinsic and intrinsic rewards/reinforcements system:

The company rewards employees in various ways: financial and non-financial. Usually top management sets up a meeting to nominate best employees from different departments. Good employees are not forgotten and can be nominated next time (manager E2).

Manager C2 points out the balanced system between financial rewards such as discretionary bonuses and company recognition:

We have mainly discretionary bonus for extra hours or keeping customers happy. They put pictures on the wall, letters of appreciation during the company meetings and amongst peer meetings.

It is important not to promote through strong inducements as there is a danger that extrinsic motivation will drive the search for new opportunities and lay the foundation for fake entrepreneurship (Sathe, 1989). Manager D2 explains the process of performance evaluation based on tasks assessment:

Points to be evaluated and depend on the task. Some tasks can take you to higher level. Anything related to the profit...once promotional task is fulfilled, then you get promotion or bonus.

Although comprehensive reward systems are well placed, and training given is of high calibre, there is no remarkable advancement in career development. Manager C2 expresses his frustration over a poorly designed career plan:

There is no way to grow in career. In many cases of progression, employees need to leave the company to pursue their career.

The effectiveness of CE antecedents requires a strong supportive organisational structure that fosters the innovativeness and flexibility of middle managers. Being employed by multi-divisional firms,

The organisational structure consists of many units. Structure is hierarchical within the working unit (manager E2).

Manager E2 and manager D2 appreciate clear job descriptions which make employees feel safe and secure within their working environment.

However, other marketing managers emphasise that the complex rules and procedures to comply with stifles corporate entrepreneurship and employees' innovative behaviour. A formalised organisational structure based around global and local standards limits entrepreneurialism amongst the middle managers and does not help to support uniformity for the global and local dimensions of the company operations:

The company involves local and global service providers. Local project (provider) set 3–4 members as a team who sits in a room with global provider trying to connect global service provider with local provider (manager C2).

Centralised structures enable standardisation systems, greater decision-making and management control (Drori et al., 2006), but reduce the opportunities for middle managers to be innovative as decisions are being imposed by the senior level (Burgess, 2013).

In order not to be blamed we go together with the middle management to discuss the risky issues with top management (manager A2)

Nothing can proceed without the approval of the owner/CEO (manager B2).

Long hours, a constantly increasing workload and customers' demands exacerbate marketing managers' insecurity (Hancer et al., 2009; Burgess, 2013). Marketing manager D2 stated that many employees leave their jobs without a notification letter:

Sometimes most of employees leave jobs without notification letter. During crises, we feel it that job is uncertain.

Managers D2 and E2 argue that even a mild inclination of the company's structure towards flexible organisational boundaries and decentralisation increases free flow of information, and,

they benefit a lot from interacting with various groups across the company and geographically spread business units.

### **Sales managers**

Having analysed sales managers' responses to the interview questions, it is possible to interpret that three organisational antecedents stand out as autonomous behaviour enablers. Table 28 conveys the notion that management support has a major impact on CE as it can encourage or inhibit the level of convergence of employees' initiatives (Bouchard and Basso, 2011).

Autonomous behaviours	Induced behaviour
Training and development programmes instil collaboration and promotion of new ideas.	Time constraints impact the ability to formulate ideas.
Staff are encouraged to be actively involved in the decision-making process, although risk assessment is required by top management.	Ambiguous ill-defined rules and policies do not sustain entrepreneurialism in the company.
Effort is recognised and rewarded according to performance appraisals and evaluation of innovative ideas.	

**Table 28: Sales managers' entrepreneurial behaviour** (Developed by Author)

Top management encourages the development of new ideas, and provide an extensive support for any accepted innovative idea. They are ready to listen and give their feedback.

Managers provide financial support for any accepted innovative ideas (manager E3).

Top management shares its ideas with employees (manager B3).

The development of new ideas is supported by various expensive and high-calibre training programmes:

The company operates high-calibre training programmes and pays close attention to self-development and learning (manager E3).

Manager C3 argues that middle managers can stop or promote innovative ideas, for the reason that middle managers adopt practices that allow them to satisfy their customers' expectations (Messeghem, 2003) and work out new solutions for clients:

Middle management can stop or promote ideas; new solutions for clients are acceptable.

All three sales managers agree that low-level management has more innovative ideas. Sales managers have confirmed that they behave proactively and are problem-oriented:

The company uses all the time-improved work methods that are developed by employees because employees help establish goals initially and building a positive atmosphere (manager B3).

Manager B3 has defined autonomy on the job as an important work characteristic in the strategic corporate decision-making process:

The company believes that a more productive work environment could be achieved when staff are engaged in decision-making process.

Delegation of authority and the empowerment of employees enhances the effects of independent decision-making based on individual and social experiences which increase their confidence in taking a broader job role (Hornung and Rousseau, 2007). However, the prerogative for corporate strategic decision-making belongs to top management in order to protect the company from unnecessary risk:

Strategic corporate decisions are taken by top management and undergo a careful planning process. The nature of risk can differ geographically from country to country: some of them have ongoing military activities, some are torn by political disagreements inside their country, and in other countries the economy is very poor. All these issues are dealt with by an individual approach and there is no one-size-fits-all. The company knows its competitors and the market, and it's better to follow some rules and planning that can cushion from unnecessary risk (manager E3).

And no individual risk-takers are encouraged:

Nobody is called as individual risk-taker in our company. Any risk-taking should be approved by the management and in these terms, it becomes a company risk. There is the risk committee to assess risk; the desire amongst employees to take individual risk is very low (manager B3).

Various rewards programmes motivate and reinforce employees' proactive behaviour. Staff are regularly evaluated and rewarded intrinsically and extrinsically.

Employees are rewarded for the quality of service and sales. Rewards may include gift cards, cash and watches. Rewards are the big recognition and on weekly basis it includes award and reward ceremonies (manager E3).

Middle managers undergo rigorous evaluation in two dimensions: managers' personal contribution to innovations and the value of each manager's skills set to the business.

Promotion is once a year. Twice a year, there is evaluation of how often the employee creates ideas and implements them after management approval. Company recognises efforts of its employees (manager B3).

Performance appraisal is every six months; employee was appreciated for innovative idea and now works as a senior manager in another country (manager D3).

The tight control of time undermines managers' individual productivity and creates mental and health problems as a result of stress and pressure.

Time is hard. Breaks are short. Not enough time to finish things (manager E3).

Some time constraints which cause many problems like mental issue, health issue, etc. The one who works ten hours needs to have at least one hour to breathe (manager D3).

Analysis of middle managers' responses has shown that only sales managers from company A have the freedom to use their time as they see fit in terms of meetings with customers outside office hours, networking, etc.

We are not forced to work within the structured organisational frame. It means that the employees have the right to use their time as they see fit because very often they meet clients outside the office hours to conclude or discuss the deal (manager A3).

The myopic perspective about long hours, overtime and short breaks is at the root of many conflicts, malfunctions and evils in the organisation (Sethi, 1974; Birkinshaw, 2004). CE has



emerged as a strategy incorporating both formal and informal processes (Hornsby et al., 2002) to improve companies' performance and optimise profit; however, incoherent and lengthy procedural systems cause stress and confusion amongst middle managers in their job functions.

A centralised organisational structure, compliance with many rules and regulations, coupled with various standardisation systems limits the flexibility of the sales managers.

The company tends to work in silos. There is a dual chain of command. They tried to make it flat, but company does not encourage it, and people in more cases do not like it. Matrix structure struggles when goes abroad. Speed of change is driven by centre HQ top-down. Policy creates too many rules and procedures (manager C3).

Following strict procedures creates obstacles for free-flowing information between the external environment and organisation as well as between departments (Kuratko et al., 2014). Manager E3 corroborates this statement, and asserts:

There are many rules and procedures. Employees understand clearly what is expected from them. Difficult to report to different bosses (manager E3).

It is not uncommon to find that if a superior performance is to be sustained, rules and procedures are likely to require constant revamping in order to prevent dysfunctional routine and inertia (Teece, 2007). Open channels of communication, ideas sharing and trust at all managerial levels have built a strong foundation for creating a new 'whistle policy' for boundaryless interaction amongst all employees. The policy allows bringing top management closer to low-level management and smooth sharp hierarchical borders.

Bringing skilled managers like HR, Financial and Administrative helps to develop and then to exchange new ideas amongst employees and managers. Company consists of many divisions and this makes communication difficult...the chairman introduced 'whistle policy' that anyone who has problems or concerns is free to come and express oneself directly to the chairman (manager D3).

In corroboration of this, an aspect of fostering entrepreneurial initiatives by middle managers in the established organisations, and their responsibility to translate entrepreneurial strategies developed at the top into action, and at the same time instigate the formulation of new strategies (Mair, 2017) dictates that middle managers act as transformational leaders at the lower organisational level of transformational leadership and tend to rely on higher

organisational levels to foster a lower level of corporate entrepreneurship at the unit level (Chang, Y.Y., Chang, C.Y. and Chen, 2017; Kuratko, 2017; Kuratko and Morris, 2018).

#### ***4.4.2 Effect of Companies' Ownership, Organisational and National Culture on Middle Managers' Responses to Interview Questions***

In any interview situation, it is important not to overlook influencing factors that directly or indirectly affect the responses given by interviewees. Such influences may not appear obvious at the time of the interview, but an analysis of responses alongside recognition of those factors succours in better defining conclusions drawn from those responses.

We have seen how the UAE culture can affect the organisational structure of a company and how it can influence procedures and working practices. It is logical to assume that to a limited degree the national culture and the organisational culture of an organisation may influence employees' responses to questions.

The influence of organisational culture in the case of the sampled group may be expected to be limited to those companies sampled who are major multinationals with greater numbers of employees, many of whom have relocated from their home countries to work in an MNC, which is often regarded as having greater job stability. 'As the members of an organization, we cannot deny that we behave as the organisational environment dictates' (Cruz et al., 2010). Although it may be a perceived impression that employees in MNCs are less likely to 'rock the boat' when it comes to answering questionnaires there is no evidence to suggest that this is the case. Perhaps an even greater stimulus on employee relations (and therefore possible influences on responses to questions) is that of the family-run business.

Company A started in Dubai in 1986 as a 'one-woman' company with founder Linda Mahony, growing to a family-run business employing almost 500 people today. Family-run businesses are well established in many countries, often providing the backbone of the business economy. In the US, at one point 90 per cent of registered businesses were family-run, generating almost half the US gross domestic product (Bowman-Upton, 1991, p.2). Family-run businesses are also traditionally very supportive of the communities in which they are based.

It is important to consider the elements of ‘family’ and ‘business’ plus one further factor, ‘ownership’, when we look at how family businesses are run and how these factors affect their entrepreneurial behaviour (Alderson, 2011). When it comes to making decisions involving business risk, family interests may at times conflict with business interests. For a family-run business to be successful in entrepreneurialism, it is important that the management develop formality in order to define the structural organisation but maintain a degree of informality to sustain a flexible and creative climate, both necessary for entrepreneurship to thrive (Crijns et al., 2008).

The responses from middle managers at company A are indicative of a well-balanced family-run business and the emerging themes reflect also the risk process that is typical of a family-run business. The real estate industry is very risk-averse and the middle managers at better homes talked about senior management tolerance for any mistakes that affects investor clients:

During the presentation of the new development, I said a wrong word for the local culture phrase ‘Heart of Dubai’. The project was almost declined by the investors because of it creates a huge level of dissatisfaction. Later in the office I was told off by the top management internally.

This also demonstrates the formality that is important in any family-run business, as does a similar response from another middle manager from company A:

We try to create and keep the structure of the organisation but not dictatorship. In these terms the flexibility of the company is limited as it has a pattern: it is difficult to retain market position without planning and consistency.

Also, a family-run business in company D was started in 1958 by two brothers with a modest investment of 2,000 rupees (US\$421 in 1958). Although there is an identifiable cultural difference between the Emirati family of company D and the Canadian-born female owner of company A, the underlying attitudes of the relationship between family and business are the same in both cases. This family-run organisational structure is reflected in the responses and the emerging themes of the middle managers in company D, but with a noticeable influence of UAE culture in the way that middle managers are treated. A response from one middle manager stated:

There is big difference between Arab culture and Western culture at work. If the management finds that an employee is creative and innovative, in Western culture they will try to reduce the workload

and put him in the higher position, but in Arab countries things going totally different work more and get more load.

There is also evidence of a more sophisticated organisational structure in that management is being decentralised in a way that shows an even greater balance between the elements of family and business in this case.

The third family-run business in the UAE is company E. With company E being founded in Bahrain in 1905, they too have a long and successful history as a family-run business that grew through strategic partnerships with major conglomerates including Coca-Cola. Over time, company E has diversified into many market sectors and it is fair to say that over such long period of operations, company E has successfully balanced both family interests and business interests. This ability to successfully balance both family and business interests has led to company E being able to adopt a coherent and consistent risk assessment system and a more tolerant and systematic approach to failure. This is reflected well in the findings of the study and in the emerging themes derived from the responses of the middle managers at company E:

The company is engaged in many projects that are going on in high-risk countries. Failure gives chance to improve. Management is very generous with people who through failure bring new businesses to the company and giving chance to people to prove themselves again.

Company C, originated in 1846, is a public limited company with more than 90,000 employees across 180 countries, although it spent most of its previous existence as a UK government-owned corporation before becoming a nationalised industry. In the 1980s, when more than 50 per cent of the company's shares were sold to the public, it was the largest share issue in the world at that time.

Company's C centralised organisational structure and rigid procedures means that individual risk-takers within the organisation are strongly discouraged:

The nature of the risk can differ geographically from country to country: some of them have ongoing military activities, some are torn by political disagreements inside the country, and in other countries economy is very poor. All these issues are dealt with by an individual approach and there is no one-size-fits-all.

Middle managers in company C have strong job security but little options for advancement within such a major international company:

There is no way to grow in career. In many cases of progression employees need to leave to pursue their career.

The affect this has had on middle managers' responses to the study has, as can be expected, reflected the views of the organisational structure, possibly more so than any personal viewpoint:

The HR programme has creative ideas; for example, to take employees for weekends somewhere to spend time together outside the office. However, it doesn't have a drive for those ideas... You need to tell people how to do the job and the type of job.

There are a variety of factors that influence managers' responses with regard to their corporate functions. An organisation's environment often encourages a staff member to confess their mistakes in order to build rapport and amalgamate a sense of progression in order to better corporate dealings and atmosphere. However, there is a contradictory aspect when a company's protocols and reinforcements of confessions of mistakes are faced with the expectations derived from the national culture of the UAE. In order to maintain positivity and refute any possibility of defamation or inflammatory statements, the macroenvironment of the local culture juxtaposes the microenvironment of the companies' 'honesty' culture which causes organisations to focus on and admit fewer mistakes by its employees. This may have affected how middle managers' intended honest responses may have been subconsciously manifested to remain in line with the national culture's expectations:

The global way of work encounters some problems. A company's environment encourages confessing one's mistake, however, culture reflects on hiding mistakes.

There has been some criticism of the UAE's expectations with regard to private sector corporate social responsibility and the disclosure of an organisation's mistakes or inconsistencies within the national environment. Hasan (2017, p.229) highlights the notion that there are limitations to 'complying' with the UAE's 'corporate-governance regulations'. This can be evident through middle managers' responses. Their articulation and manner of divulging information can support the way in which the 'good relationships...as a survival strategy' (Hasan, 2017, p.229) can be considered a hindrance of an expected ostensible and untainted nature of answers.

The oldest company in the study, company B, was founded in 1788 in Switzerland and there has been a family member at the helm right up to the present day seventh generation. They have a wholly-owned branch company in the Dubai Freezone DMCC (Dubai Multiple Commodities Centre), established as a means to be closer to their source suppliers and as a channel to venture into new markets. The parent company has strong beliefs in business principles and in the sustainability of their core products, and compels these values onto all of their subsidiaries. Swiss companies have a reputation for conservatism with a rigid, deeply entrenched top-down vertical structure and a marked reluctance to any changes in business practices. This organisational structure changes when it comes to the foreign subsidiaries of Swiss companies, whereby the influence of the host country and its culture often results in some degree of autonomy being given to middle management within those foreign companies:

After agreeing on the general approaches with the management and limits, each senior employee can implement his decisions and ideas without coming back to the management, respecting the internal required compliances of the company.

With family businesses, there is a strong tradition of support for the communities they are based in and a high degree of compassion for all employees particularly those in poorer areas:

A daughter of one of our employees needed complicated and expensive surgery on her hip. The company organised visa, hospital and covered all expenses.

The Swiss culture firmly separates family life and business and it is this strong separation that has created many successful family-owned businesses, because they are family ‘owned’ and not family ‘run’.

In all family businesses, there can be said to be three elements that separate the ‘family’ business from a ‘non-family’ business; these are family, business and ownership (Teguri and Davis, 1996).

In the findings of the study the responses of the middle managers can be seen to reflect all the aspects of Swiss business culture as noted, from having a greater degree of autonomy but with a top-down decision process, as the company balances entrepreneurial innovation with self-protection from risk.

#### 4.5 Overall Cross-Case Analysis (Excerpts Appendices F.23 and F.24)

Table 29 shows a diagrammatic representation of the themes emerging as the result of cross-case analysis, highlighting the influences of the five internal factors on both the companies and the job function (see Appendix F.19).

Companies	Companies			Internal Factors
	D	C	B	A
Promoting entrepreneurial behaviour amongst employees and encourage employees' participation by providing training and development practices.	Moderate or low level of commitment to internal entrepreneurship is supported by the management rather informally.	Middle managers endorse entrepreneurial activities on autonomous and induced levels.	Middle managers encourage and support creative ideas and innovation through constant communication across all levels of the management.	Management Support
Corporate entrepreneurial initiatives are subject to middle managers' autonomy, trust and experience.	Limited freedom for decision taking and unilateral risk assessment by senior management produces strategic misalignment between local and global operational environments.	Employees are involved in decision-making and calculated risk-taking processes.	Middle managers inform senior managers about creative ideas but bring them into working dashboard only after the approval done by the top management. No tolerance for mistakes.	Work Autonomy/ Discretion
Rewards and employees' recognition are viewed as stimulator for entrepreneurial activities and opportunity to act independently.	The reward system and conventional motivation of money does not support employees' perspective regarding the advancement in their careers within the company.	Real conviction to innovate arises out of intrinsic rewards and reinforcements based on the individual experience.	Middle managers motivate employees for innovation intrinsically and extrinsically.	Rewards/ Reinforcement
Time constraints decrease development and implementation of innovative ideas.	Extra time allows middle managers to apply their best efforts to projects of their own choosing.	Unequal assignment of workload inhibits entrepreneurial initiatives.	Freedom to use time as they see it fits despite tough work schedule.	Time Availability
Redesigning of routines brings centralised organisation closer to decentralisation.	The inadequacy of structure stems from inability of the head quarter and local offices to combine their systems in global context which slows down organisational change.	Innovation is regulated by centralised organisational structure and unbendable rules and regulations.	Asymmetry between corporate entrepreneurial initiatives and rigid organisational structure.	Structure/ Boundaries

Job Function				E
Sales Managers	Marketing Managers	Project Managers		
Training and development programmes instil collaboration and promotion of new ideas.	New ideas are shared with employees and encouraged by management.	Management supports and encourages innovative ideas.	Innovative ideas stem out from different levels, shared throughout the company and supported by top management.	
Staff are encouraged to be actively involved in the decision-making process, although risk assessment is required by top management.	Individual risk-taking is not encouraged and should be assessed and approved by top management.	Management limits autonomy and decision-making. Learning from mistakes is seen as a valuable asset. Risk is cautiously encouraged.	Assessed risk and centralised decision-making allow to withstand environmental turbulence and to achieve strategic goals.	
Effort is recognised and rewarded according to performance appraisals and evaluation of innovative ideas.	Effort recognised and reinforced intrinsically and extrinsically.	Management supports and encourages innovative ideas, effort is rewarded and reinforced.	Intrinsic and extrinsic rewards are based on managers' personal contribution to innovation and value of their skills.	
Time constraints impact the ability to formulate ideas.	Insufficient time allocated to support the workload	Time constraints hinders entrepreneurship.	Time availability is not equally structured and distributed amongst jobs.	
Ambiguous ill-defined rules and policies do not sustain entrepreneurialism in the company	Complex rules and procedures to comply with along with a hierarchical management structure counteracts employees' innovative behaviour.	Well-defined boundaries but a rigid structure stifles entrepreneurial initiatives.	Organisational structure supports autonomous entrepreneurial behaviour.	

**Table 29: Themes derived from cross-case analysis (Developed by Author)**

#### ***4.5.1 Patterns and Conclusions Emerging from Table 29 by Company***

Within the companies, the internal factor management support predictably produced support and encouragement for innovative ideas across all five organisations, which confirms the research of the study in that the sample companies were chosen. Only one organisation, company C, provided support in an *informal* manner with only a moderate commitment to entrepreneurship. However, in all organisations, although top management encourages entrepreneurial behaviour, in practical terms each organisation is fettered by all final



decisions having to be risk assessed and evaluated only by top management before any further action is allowed.

The majority of the organisations in the study have a hierarchal style and centralised management structure which means all risk is assessed centrally by top management and all decisions stem from the top. In company C, this has meant strategic misalignment between its global operations and its local centralised structure. Only company D trusted middle managers to have autonomy of decision-making regarding initiatives based on their experience.

All of the companies in the study had a rewards and reinforcement system in place. Throughout the five organisations, there is amongst the staff a strong satisfaction with intrinsic rewards, which along with some financial bonuses and company recognition for their efforts helps to motivate employees to be innovative, both in improving existing work practices and looking at new opportunities. However, in company C, the reward system is outweighed by the very limited career advancement opportunities offered.

The cross-case analysis of all of the organisations formed a theme of tough work schedule. In some cases, there is an imbalanced structuring of the time available. In company C, managers use additional time at weekends to catch up on work in order to have time to develop their own projects within the organisation.

Of the five organisations as a whole, the majority theme is that a too rigid and at times inadequate structure of rules is restricting their abilities to develop entrepreneurial behaviour. Only company E has a structure that supports autonomous entrepreneurial behaviour within the organisation. Although company D is in the process of ‘de-centralising’ its organisational structure based on local culture, by redesigning its routines and organisational culture to bring about change, it hopes this will prove to be a catalyst for innovation.

#### ***4.5.2 Patterns and Conclusions Emerging from Table 29 by Job Function***

In all three job functions, the cross-case analysis shows that there is a sense of strong management support and encouragement from senior management with marketing managers extolling the concept of ideas being shared across the organisation, and sales managers feeling that training programmes instil collaboration and the promotion of new ideas.

Regarding work autonomy and discretion, in the cross-case analysis of job functions, marketing managers generally felt their autonomy was limited and that they were not encouraged to take risks. However, project managers, by dint of their job function had limited autonomy in the form of limited risk decision-making. The sales managers in the study inferred that they were involved in the *process* of making decisions although ultimately, they have little or no autonomy.

The managers with all three job functions concurred that effort in their field is recognised and rewarded. Project managers are incentivised to produce innovative ideas for the organisation, and in the case of sales managers, their effort is recognised and rewarded following appraisals and performance evaluations.

The internal factor of time availability impacted harder on job functions, with all three sectors of middle managers citing time constraints having seriously hindered their abilities in terms of both workload and their ability to formulate ideas. Thus, there was little time to develop any kind of autonomous entrepreneurial behaviour from the middle management.

In terms of structure and boundaries, all three middle managers in each of the organisations in the study expressed levels of disappointment at being hindered by rigid management structures, hierarchal (centralised) systems and at times ambiguous and ill-defined rules.

#### **4.6 Conclusions from Emerged Patterns**

Based on the emerged patterns from the overall cross-case analysis by companies and job functions, eight conclusions have been identified. The first three conclusions relate to the factors that govern the induced and autonomous behaviours of middle managers in the UAE companies. These three principal determinants became evident in impinging the balance between induced and autonomous middle managers' strategic entrepreneurial behaviour and are given below:

1. Middle managers' individual propensity to address the balance between induced and autonomous entrepreneurial behaviour depends on the company's internal environment. There are five organisational internal factors: management support, work autonomy/discretion, rewards/reinforcements, time availability and structure/boundaries. However, as findings show, in the UAE companies there are the

two internal factors – management support and rewards/reinforcements – which dominate the ability of middle management in all five organisations under study to be able to attain entrepreneurial freedom; in other words, to adopt autonomous behaviour. The other three factors such as work autonomy/discretion, time availability and structure/boundaries represent the major constraints that affect the entrepreneurial behaviour of middle managers.

2. In addition to the theory-driven internal organisational factors (management support, rewards/reinforcements, work autonomy/discretion, time availability and structure/boundaries) the analysis uncovers a set of new data-driven elements that impact the way middle managers address the balance between induced and autonomous behaviours. These factors are:
  - Planning and consistency (planning and consistency as a component of the structural context protects from unneeded risk and is derived from past experience).
  - Assessed and regulated innovation (assessed and regulated innovation by top management and connotes to a centralised organisational structure).
  - Framed-by-standards innovation (innovative ideas must fit the company's global and local standards to facilitate their application).
  - Communication and trust (exchange and interpreting new ideas stemming from all organisational levels promote trust amongst employees and managers).
  - Indifferent people (employees who are indifferent to innovation, self-development and learning, and whose work outcome does not fit the company's strategic goals).
3. Middle management's ability to act entrepreneurially is influenced by a combination of internal organisational factors and their job function. Each manager in their job function acts differently under the influence of internal factors in order to address the balance between induced and autonomous entrepreneurial behaviour. The term 'one approach fits all' is not applicable in this instance. In different job functions such as project management, marketing and sales management, middle managers experience a different influence of the aforementioned internal factors; therefore, they require an

alternate approach addressing the balance between induced and autonomous behaviour.

Conceptualisation of these three aspects leads to the following conclusions:

4. Middle managers largely rely on top management support of their innovative ideas in all job functions. They extensively use top management's positive attitude towards entrepreneurialism and the encouragement of ideas sharing and open communication. Incorporating their experience and expertise reinforced by high-calibre training programmes, middle managers feel empowered to undertake entrepreneurial initiatives enthusiastically.
5. An extrinsic and intrinsic rewards/reinforcement system is seen by middle managers as a great stimulus and motivational factor to pursue innovative ideas and bring them into the working innovation dashboard. Basically, they know upfront what they will get once their ideas are approved by the top management (i.e. salary raise, bonus, career growth, promotion and discretionary power).
6. Middle managers have the freedom to set their own goals and objectives for innovation targets but once ideas are formulated they must recourse to senior management first, seeking their approval, which is perceived as a vital mechanism for unnecessary risk prevention and to secure managers from the activities regarding jeopardising their job position as well. Middle managers delight in the opportunities provided by most of the companies to learn from their own mistakes, which enhance their professional growth and competence encouraging more trial and experimentation.
7. The internal factor, time availability, is the predominant issue keeping most of the middle managers from developing more innovative initiatives. There is too little time for middle management and the workforce to initiate and develop innovative ideas because of, in most cases, too high a workload or an inefficient arrangement of the time available. Most middle managers are entitled to use about 10 per cent of their time as slack built into the system to develop personal contacts, networking and outside office business meetings (i.e. project managers). Other managers use about four to six extra hours after work or on weekends to develop innovative ideas and to think beyond their jobs confines (i.e. marketing managers).

8. Strong induced entrepreneurial behaviour is driven top-down by companies' centralised management structure. Boundaries are clearly defined, and middle managers' roles are firmly stated by contracts and job descriptions. Some managers can often make decisions without reporting to the top or waiting for approval. Using such a slightly decentralised approach greatly benefits business in daily operations when losing or sustaining a customer becomes of vital importance (i.e. sales managers). Working on various constellations of products and services, many managers take a cross-disciplinary problem-solving approach which allows balancing between the core organisation's hierarchical structure with high bureaucratic intensity and middle managers' sole responsibility for the assigned tasks where problems can be solved locally with the members of the department.

So, to achieve balance between induced entrepreneurial behaviour, which exists in most of the sampled organisations, and autonomous entrepreneurial behaviour which fosters growth but is risk-dependent, middle managers must be able to count on management support, and at the same time have enough autonomy and discretionary powers to incubate ideas which have come about because the workforce is incentivised by rewards and reinforcement, both intrinsic and extrinsic.

Of course, the factors affecting the ability of any organisation in the study to make those changes are still the organisational culture and the UAE national culture. However, the latter aspect in respect to business is undergoing notable change according to observers: 'In progressive organisations across the UAE, a new kind of relationship grounded in mutual trust and respect is emerging between employers and employees' (Suliman and Al Kathairi, 2013) with discussion of a 'new order' consisting of younger Emirati leaders who are more in line with international human resources practices for instance (Neal, 2010). This perceived need for change is further illustrated by a statement from HH Sheikh Mohammed bin Rashid Al Maktoum, Ruler of Dubai, in 2012 who said, 'Development is an ongoing process and the race for excellence has no finish line'. Any organisation that reaches this level of balance in its organisational structure should be amply rewarded itself in terms of advancing its market and the exploitation of new business opportunities.

## **Chapter 5: Discussion**

### **5.1 Purpose**

This discussion aims to theorise the findings of the study, and ultimately its bearing on how the organisational internal environment and the business culture of the UAE companies involved is affecting their ability to embrace entrepreneurship at the corporate level by finding the means to establish the balance between employees' induced and autonomous entrepreneurial behaviour.

### **5.2 Research Question**

The logical way to examine and compare was to find a 'middle ground' common across all businesses and what better 'middle ground' in any organisation than middle management itself, positioned as it were between the largely decision-making top managers and the instigating force that is lower management and the workforce? And so, the question put forth by this study is: *How do middle-level managers address the balance between autonomous and induced entrepreneurial behaviour in the UAE context?*

Another way of looking at the question is to say how do established multinational UAE companies balance the exploitation of existing opportunities and incremental innovation through induced strategic behaviour, a behaviour fashioned by years of developing a workable strategy that is inevitably influenced by the culture of the UAE, and the generation of entirely new opportunities and radical innovation through autonomous strategic behaviour?

It's important that organisations recognise and exploit the potential of entrepreneurial behaviour as a means to explore new business initiatives and to discover new business that may go unnoticed in their current organisational structure. This entrepreneurial strategy is either top-down induced by senior management with all the associated risk factors taken into account or driven by a level of autonomy given to middle management to seek out innovative ideas from internal or external sources. Therefore, this study must examine how middle managers who are in many ways the interface between these two strategies address the balance between autonomous and induced behaviour, how they act as a communication

channel between top-level and low-level management, and how organisational culture influences middle managers' perceptions and their choice of autonomous or induced behaviour.

This study also looks at how the organisational internal factors – management support, availability of time, rewards and reinforcements, rules, boundaries and structures influence middle managers' entrepreneurial initiatives, and existence of work autonomy/discretion within the organisation, and how middle managers perceive these five internal factors as a starting point for corporate entrepreneurship.

Previous research into corporate entrepreneurship (Acs and Audretsch, 2010; Antonic and Antonic, 2011; Birkinshaw, 2003; Burgelman, 1983, 1984, 1991, 1994, 2015; Kuratko et al., 1990; Kuratko and Hodgetts, 1992; Kuratko and Hornsby, 1999, 2001; Kuratko et al., 2005 ; Kuratko, 2007; Kuratko and Audretsch, 2009, 2013; Kuratko et al., 2014; Zahra, 1991, 1993; Zahra and Covin, 1995; Zahra et al., 1999; Zahra et al., 2013) and the role of middle management showed a basic *understanding* of their behaviour but failed to describe their behaviour through the lenses of middle managers' perspectives based on their own experience, and possibly seek an *examination* of their behaviour in addressing the balance between two opposing strategic initiatives. In order to answer the research question, this study looked at middle managers' individual perception of internal factors, which varies from person to person, by means of a series of semi-structured interviews in their natural settings. This represents a new framework that links internal factors to the personal experiences of middle managers and takes into account their subjective interpretations. However, in practice, this study found that induced and autonomous entrepreneurial activities are not only affected by organisational internal factors but also by that organisational culture and the influences of the national UAE culture as a whole.

### **5.3 Key Findings**

The study took as its sample five UAE-based multinational organisations, all of which are in differing industry sectors (food and beverages, real estate, telecoms and soft commodities) which minimises the bias of results interpretation that can result from any one industry. All of the selected companies have a recognisable, if at times underdeveloped, 'entrepreneurial nature' to their individual business models. Each company sampled showed, through the data

acquired, differing trends in their attitudes but also a pattern in certain aspects that affect the organisations' ability to successfully adopt entrepreneurial behaviour and seek out new innovative ideas. During the iterative and reflexive process of data coding and transcripts analysis, new data-driven codes appeared in relation to the theory-driven codes, either separate from them or expanded from the theory (Fereday and Muir-Cochrane, 2006). As a result, the emerging data-driven codes indicated the areas of concern in response to the research question.

An organisation's ability to be entrepreneurial is also influenced by its own organisational culture as well as the effects of UAE national culture on its employees and its way of doing business. Each of these findings is integrated with the literature review and discussed in detail below.

### ***5.3.1 Management Support***

**From the companies' perspective:** One of the important organisational elements facilitating and promoting entrepreneurial activities is management support (Hisrich, 1990; Hornsby et al., 2009; Burgess, 2013; Kuratko et al., 2014). The majority of innovative ideas come from low-level management and employees and this is welcomed, supported and encouraged by senior management (e.g. company A). Companies promote entrepreneurial behaviour by providing extensive training and development courses for employees to encourage the growth of innovative ideas, continuous improvement and career growth opportunities for lower management (e.g. companies B, D and E). This confirms the findings of Wakkee et al. (2010) who suggest that coaching by middle managers has a direct effect on the entrepreneurial behaviour of operational managers where middle managers balance their role of an intrapreneur with the potentially conflicting roles related to improving efficiency of existing business operations (p.2). The ability to explore new opportunities and then exploit those opportunities to create new business is at the core of any successful company (e.g. company D), and is a prime example of organisational ambidexterity, in that the founders had the ability to risk quickly changing parts of their business to meet demands, and at the same time refine their competencies to be able to carry out the work required (Birkinshaw, 2003; Kuratko et al., 2005; Morris et al., 2016).



However, due to the constant change of customers' preferences, some companies favour the entrepreneurial style of senior management, which often leaves middle managers to act only as project coordinators (e.g. company C), and as a result, commitment to corporate entrepreneurship veers from very little support to complete indifference. Sehora and Theerapatvong (2010) elucidate that large-size companies serving industrial markets are more disposed to planning the strategy, standardisation and control, and are not prepared to implement spontaneous innovation (p.336).

**From the job function perspective:** One of the key factors in nurturing entrepreneurial behaviour in any organisation is management support – the ability to be able to implement entrepreneurial ideas and in doing so creates a work environment which is conducive to encouraging innovation and entrepreneurship. Promoting corporate entrepreneurship within an organisation ideally requires managers who themselves exhibit strong entrepreneurial behaviour, an ability to take assertive risks to develop new ideas into profitable ventures by being proactive and innovative (Slevin and Covin, 1990).

With the project managers, the overall cross-case analysis suggests that top-level management supports and encourages their ideas, and this is strongly corroborated by a number of researchers (Hisrich, 1990; Hornsby et al., 2009; Burgess, 2013; Kuratko, Hornsby and Covin, 2014). The data-driven code 'communication and trust' underpins the complexity of amalgamation of top management leadership and an advocacy of open communication with trust-building development amongst employees. The literature says that by providing training to help managers identify and develop new ideas, top management creates 'conducive conditions for entrepreneurial behaviour in the work environment' (Hisrich, 1990; Kuratko, Hornsby and Covin, 2014). The findings suggest then that in the cases of the project managers in the sampled industries, there is ample support for innovation from senior management.

Marketing managers felt overall that all employees are encouraged to be innovative and that new ideas are shared between management and the workforce facilitating organisational learning (Burgess, 2013). Marketing managers felt their companies were proactive in supporting corporate entrepreneurship by involving and encouraging the workforce as a whole to provide innovative ideas that will grow the company and change a business (Huy,

2001). However, with larger more global companies, it was felt that that support was slow to come, due to the topographical structure of senior management in that company.

Sales managers experienced that the training offered to them by some of the companies was a catalyst for the development of innovative ideas, enabling the creating and accumulation of knowledge at the individual level, which is largely supported by a broad range of literature on middle management (Nonaka and Takeuchi, 1995; Spreitzer and Quinn, 1996; Dutton et al., 1997; Floyd and Lane, 2000). In the cross-case analysis, sales managers felt that there was a high level of stimulating entrepreneurship and collaboration between all hierarchical levels of management and the workforce when it came to the development and exchange of ideas (Mair and Rata, 2004; Mara, 2014). As it shows, our findings confirm the findings from previous research.

**Conclusion:** In the UAE, management support significantly influences the way middle managers achieve the balance between induced and autonomous entrepreneurial behaviour.

### *5.3.2 Work Autonomy/Discretion*

**From the companies' perspective:** The literature suggests that work autonomy, freedom for decision-making along with risk propensity and tolerance for mistakes are the most powerful drivers for entrepreneurial managers (Kuratko et al., 1990; Kuratko and Hodgetts, 1992; Hornsby et al., 1999; Hornsby et al., 2002; Shook et al., 2003; Morris et al., 2016). Companies where there is no tolerance for mistakes, and where decisions are taken by experienced senior managers, is very much in line with national culture where decision-making is still centralised at the senior level and procedures are contingent on the personality of the individuals that make them (e.g. company A). The findings of the present study extend the suggestion that willingness to bear risk may be critical for initiating a new venture, and risk propensity as a personal disposition may not be beneficial for subsequent entrepreneurial firm performance (Zhao et al., 2010, p.389). This notion is further supported by seeing risk-taking as a means within itself to promote a positive attitude in its employees and further encourage innovation, although it must always be a company risk and not risk instigated by an individual (e.g. company B). Some companies give middle managers 100 per cent autonomy at an operational level, which is further ameliorated by the fact that all employees

are involved in some way in the decision-making processes of the company (e.g. company B and E).

As with many UAE organisations that have a family-run ‘old order’ system (Neal, 2010, p.258) of centralised power, all decisions and risk assessment is carried out solely by senior management. Although managers’ degree of innovative thinking is assessed on two levels: firstly, a measure of their skill set and how they contribute to the company, and secondly, what their personal contribution to innovative ideas is, companies are still willing to take on small projects that have some likelihood of failure (e.g. company B and E). Any new business that comes about as a result of an initial failure is seen by some companies as a way of developing skills by learning from past mistakes (e.g. company E). However, the prevailing culture means that mistakes are often hidden by employees to avoid problems that may arise from their actions. Whilst some companies provide a degree of autonomy in deciding on developing new ideas and business opportunities and these decisions are based on trust and experience (e.g. company D), other companies give limited freedom and middle managers use their autonomy of decision-making to improve methods of interacting with customers (e.g. company C). These findings corroborate with Brazeal’s (1996) assertion that in business units of established organisations of a large size, the degree of independence and autonomy in decision-making is higher than in average companies (pp.56, 60). However, this assertion was confronted by Sebor and Theerapatvong (2010) who emphasised that bureaucracies and conservatism associated with larger organisations are the obstacles to entrepreneurship (p.336). This controversy of the concept of freedom for decision-making is reflected in the findings of the present study: three large multinational companies C, D and E have a contrasting degree of work autonomy despite being of a similar size and maturity.

**From the job function perspective:** The literature suggests that work autonomy/discretion as internal factor implies delegating authority, and provides a degree of freedom for decision-making to the managers’ work related issues (Kuratko et al., 1990; Kuratko and Hodgetts, 1992; Morris et al., 2016; Hornsby et al., 1999; Hornsby et al., 2002). Any employee who has the ability to judge and evaluate an idea based on their experience and to actively encourage innovation at their own discretion is a valuable asset, but, as findings show, one that is not always exploited by the organisations they work for. The literature emphasises the point that although each potential innovative idea is subject to rigorous evaluation by top

management, middle managers should be provided with an opportunity 'to try their wings' at having a greater degree of independence and authority than average employees (Krueger and Brazeal, 1994; Brazeal, 1996; Hornsby et al., 1999). However, the overall view from project managers *contradicts* the previous research, highlighting that senior management limits their autonomy and restricts their decision-making abilities; this is in some part due to the companies' attitude to financial risks, mistakes and failures (Bruining et al., 2004).

Most companies are risk-averse; however, corporate entrepreneurship by its nature involves an element of risk (Van de Ven and Garud, 1993; Belousova et al., 2010; Alpan et al., 2010) and so the process of calculating risk must accommodate the possibility of failure. It is how the companies deal with and administer this failure that directly affects the level of autonomy within the corporate structure. Companies within the sample that accepted a degree of failure and an acceptance of learning from mistakes were the ones that gave the project managers more autonomy and more freedom to be innovative. Marketing managers in the cross-case analysis are tightly controlled when it comes to risk for the company, with little autonomy for individual risk-taking. They have a little autonomy for decision-making based on their individual levels of experience, but again this is closely regulated by senior management. This has caused a degree of job frustration for the marketing managers in the sample and it is not uncommon for some managers to leave without giving notice. In the cross-case analysis for sales managers, the trend is that, as with the marketing managers, the risk must be fully assessed by senior management and sales managers have no real autonomy for entrepreneurial behaviour.

Sales managers to a large extent have a discretionary allowance in decision-making according to their level of experience and circumstances and, as their job function implies, they are expected to bring in money to the company and to this end the companies provide whatever funding or resources are required (Dess and Lumpkin, 2005) but only after the risk has been assessed by senior management. The findings of the study *modify* the other researchers' assertions that top management ratifies the outcomes of middle managers' autonomous activities leading to reinforcement of existing knowledge and expanding managers' experience instead of stifling them (Floyd and Wooldridge, 1999; Zahra et al., 1999; Eisenhardt and Martin, 2000).

**Conclusion:** In the UAE, middle managers have limited autonomy for decision-making, and all innovative ideas undergo unilateral risk assessments by top management. To achieve the balance between induced and autonomous entrepreneurial behaviour, middle managers rely upon their experience, and focus mainly on improving and developing new methods of interaction with customers.

### *5.3.3 Rewards/Reinforcements*

**From the companies' perspective:** An important component of individual motivation to engage in innovative activities is the supportive of innovation reward systems (Chandler et al., 2000, p.62). Extrinsic and intrinsic inducements motivate employees to explore the market and increase creativity and develop innovative ideas (e.g. company A). There is a healthy annual bonus scheme in place and management takes great personal interest in its staff (e.g. company B). Employees are rewarded financially based on their performance in the 'job family' rather than their job grade (e.g. company C). However, such extrinsic financial rewards are seen by many as poor compensation for the almost non-existent prospects for career growth within company C, with many middle managers considering a departure to other companies as the only means to grow their career. These findings are consistent with the results of previous research confirming that encouraging in-role behaviour by pay-on-performance may discourage innovative behaviours which are not linked to a specific reward (Morrison, 1996; Amabile et al., 1996; Chandler et al., 2000). To prevent middle managers leaving the company and looking for better opportunities in pursuit of their career growth and implementation of their innovative ideas and projects, some companies appreciate and promote only those managers whose ideas work and are profitable for the company (e.g. company D). These results confirm Sather's warning that too many extrinsic rewards may drive managers to an obsessive search for and commitment to new opportunities, and he suggests instead intrinsic rewards based on a firmly held belief of the attractiveness of an opportunity (Sathe, 1989). Thus, many managers being recognised and rewarded by their companies see promotion as an opportunity to act more autonomously and to have more time to develop innovative ideas and projects (e.g. companies D and E).

**From the job function perspective:** The principles of rewarding hard work is a centuries-old practice and in the case of encouraging entrepreneurial behaviour in employees and management, a reward system of financial inducements and strong company recognition of

their efforts has grown as a way to nurture and develop innovative ideas. Just as importantly, not penalising managers if a project that has a high degree of associated risk should fail sends a message to their employee that reinforces the company's commitment to a degree of risk-taking to encourage entrepreneurship within the company. An extensive body of literature suggests that rewards should be visible and significant (Quinn, 1985), and the management must understand that for entrepreneurs, a desire to change things, challenge authority, and a requirement for freedom and time goes beyond the traditional motivations of money (Fry, 1987; Sathe 1989). Project managers in the sample largely felt that their efforts were recognised and rewarded by the companies, with rewards taking the form of cash bonuses from profitable projects to letters of recognition. Only one of the sample was disappointed by having only recognition and felt that some middle management were migrating to companies that offered better prospects for promotion or more financial inducements by way of rewards for innovation. This particular finding is strongly corroborated by Sathe (1989) and Birkinshaw (2004) who warn that large financial rewards lead to jealousy and sabotage whilst pursuing entrepreneurial venture, and who suggest that companies should encourage entrepreneurs with mild financial inducements and recognitions.

Thus, marketing managers in the cross-case analysis, aside from the tangible extrinsic rewards experience a high degree of intrinsic reward in their job function. For marketing managers, rewards generally take the form of recognition, pictures on the wall as Employee of the Month and discretionary bonuses, often based on the success of tasks carried out. Rewards for sales managers are traditionally based on sales performance and in the sample the cross-case analysis showed this to be the case, with bonuses and commissions based on performance appraisals (Krueger and Brazeal, 1994). However, in one sample, rewards and recognition was given for the value of innovative ideas put forward by the sales managers, thus encouraging entrepreneurial behaviour in that instance to contribute to the company's profits. Taking into consideration the data-driven codes 'indifferent people' and 'planning and consistency', managers should not be penalised if risky projects fail but develop skills that bring ideas into action and learn from their mistakes (Jennings and Lumpkin, 1989).

The findings obtained from individual interviews reveal inconsistent results and contradict the notion of Jennings and Lumpkin (1989). Instead, middle managers point out that they were punished and some of them had to leave. Despite the fact that in most cases rewards and

reinforcement programmes are well placed in the companies under study, they still require some refinement because reward and resource availability is a principal determinant of entrepreneurial behaviour (Hornsby et al., 2009; Burgess, 2013; Kuratko et al., 2014).

**Conclusion:** In the UAE, middle managers view rewards and employees' recognition systems as well placed, and stimulating for entrepreneurial activities.

#### *5.3.4 Time Availability*

**From the companies' perspective:** One of the key determinants which organisations provide to ensure that employees have sufficient time to produce novel work is time availability (Sethi, 1974; Hornsby et al., 1993; Amabile et al., 1996; Bhardwaj and Momaya, 2006; Walrave et al., 2010; Birkinshaw and Caulkin, 2012). Although work schedules are tough and overseen by senior management, it is worth noting that the nature of the industry influences middle managers' freedom to use their time as required; for instance, with many meetings taking place away from the office or outside conventional working hours (e.g. company A and B). Managers often work longer 'after hours' or during weekends to be able to work on projects they have an interest in (e.g. company C). This is corroborated by other researchers' findings (Fry, 1987; Christensen, 2005) who discovered that 15 per cent of recommended time to 'work with others on long-term problem solving' and innovative projects, most managers spent after office hours or at weekends (Abraham, 1997). Middle managers at company D expressed opinions regarding workload and time availability, citing local organisations' cultural practice of increasing the workload for those employees who were considered hard workers and middle managers experiencing health and mental problems due to stress and workload, which drastically affects a person's ability to generate innovative ideas. The individual perception of adequacy of time availability and work pressure to accomplish their tasks may affect middle managers psychologically, and lead to an undermining of creativity and a questioning of the value of their projects (Amabile et al., 1996, p.1161). It appears that in giving unequal time constraints, the companies recognise managers' abilities based on the success of any work, not how long it took to carry out. These findings contradict Sevinç and Ulusoy's (2016) results that showed that to have just enough time to accomplish the workload is not enough, time needs to be made available 'to reflect on their work so that they come up with innovative ideas' (p.1049).

**From the job function perspective:** Numerous studies (Hornsby et al., 2009; Burgess, 2013; Kuratko et al., 2014) have recognised ‘reward and resource availability’ as a fundamental influence of entrepreneurial behaviour and of those resources, the allotment of sufficient time for projects and ideas to develop is an important internal factor in nurturing entrepreneurial behaviour in the workforce as a whole. It is widely recognised now (Sethi, 1974; Phillips, 1988; Hornsby et al., 1993; Hornsby et al., 1999; Bhardwaj and Momaya, 2006; Ireland et al., 2006; Hough and Scheepers, 2008; Walrave et al., 2010; Kuratko and Audretsch, 2013) that too heavy a workload leaves little time to foster and develop new ideas and pursue innovations that may develop new avenues of profitability for the company.

The cross-case analysis for project managers was widely critical of the time available to them to develop innovative ideas and many in the sample thought that time constraints hindered entrepreneurial behaviour. Of the sample, only one project manager said they had enough time to develop new ideas and projects whereas others felt their workload was too high and as such the time available was prohibitive. The same cross-case analysis arose in the interviews with the marketing managers; overall the impression given was that of too little time available for the workload. Only one marketing manager interviewed felt they had little or no time constraints and one other said they were allocated extra time to handle any customer relations ‘to keep them happy’. Sales managers also reflected the reoccurring theme in cross-case analysis of too many time constraints to be able to develop any kind of entrepreneurial behaviour and one individual sales manager cited time constraints in his job function as a cause of health problems and mental anxiety.

It is easy to look upon time availability as a crucial internal factor in fostering entrepreneurial behaviour amongst employees and in the sample taken by this study one can say that a perceived lack of available time has stifled the innovative ideas from the sample group of middle managers which *confirms* the previous research findings (Hornsby et al., 2002; Kuratko et al., 2005). But with reference to the research conducted by Birkinshaw (2004), Hough and Scheepers (2008) which later was confirmed by Walrave et al. (2010), it is also fair to say that middle managers with too much time on their hands can lose their creativity and certainly their intrinsic motivation, which in itself impacts on any entrepreneurial behaviour.



**Conclusion:** In the UAE, middle managers compensate for unequally structured time and a heavy workload which decreases the development and implementation of innovative ideas, by extra work hours during weekends and outside office hours.

#### *5.3.5 Structure/Boundaries*

**From the companies' perspective:** The dependence on a rigid organisational structure based on the experiential inheritance of senior managers, planning and consistency as a factor of past experience from its thirty years of development has always protected companies from unnecessary risk (e.g. company A). However, it is strangling the ability of middle managers to balance the company's top-down induced entrepreneurial behaviour and that of creatively minded employees by sustaining an inflexible organisational structure that is also heavily influenced by UAE national culture. These findings confirm that the traditional way of organising the company does not secure the company's adaptability to changes and hinders the entrepreneurial process in a contemporary business environment (Delić et al., 2016, p.44).

The main issue stems from MNCs' obsession with maintaining a centralised structure whereby everything is controlled by the headquarters, which has resisted attempts to change to a multi-divisional structure with more local autonomy (e.g. company B and C). This works against the companies in both directions; local innovations do not always match global initiatives and conversely global standards are not easily woven into a local context. This is framed-by-standards innovation, a situation not helped in the UAE and GCC because of a culture that acknowledges and sustains a centralised organisational structure and is reluctant to change (see Section 5.5: The UAE National Culture and its Influence on Management). Company C has a unique organisational structure in that it has its employees placed in groups known as 'Job Families' rather than hierarchical grades. As suggested by a number of researchers (Love and Gunasekaran, 1998; Jones and George, 2014; Cohen, 2015), grouping tasks into jobs, and jobs into functions and divisions brings a company closer to an effective organisational architecture, which is strongly corroborated by the findings of the present study.

Large successful organisations (e.g. company D) tend to develop a hierarchical structure of rules and procedures that can easily constrain entrepreneurial activity within its workforce.

With six decades of organisational culture behind it, company D is decentralising some of its organisational structure in an attempt to move the ‘old order’ of a centralised organisation into a more ‘Westernised’ democratic style structure, a step deemed necessary to reinforce the company’s autonomous entrepreneurial behaviour. These findings confirm the results of other researchers (e.g. Zahra, 1993; Ireland et al., 2006; Ireland et al., 2009; Van Wyk and Adonisi, 2012; Delić et al., 2016) who assert that a limited number of hierarchical levels in an organisation fosters the entrepreneurial process and facilitates interaction, communication, creativity and ideas sharing amongst employees.

Despite the centralised structure there are many business units of the companies under study spread around other countries (e.g. company E and C), and these require careful organisational structuring to fit the company’s strategic goals. The results of the current study are consistent with Cohen’s (2015) notion stating that ‘when expanding, especially to other countries, a more flexible structure should be implemented to allow the transition to be smoother’ (p.19). The findings of this study confirm the argument concerning centralised organisational structures, high administrative intensity and complex administrative procedures (Al-Ansari et al., 2013; Schilirò, 2015) in the UAE-based companies. According to the findings of this research, the business practices of companies in the UAE tend to emphasise continuous improvement and adjustment to structure, methods and technology, balancing between directive and paternalistic approaches to management and the adoption of imported Western management styles (Al-Ansari et al., 2013, p.163).

**From the job function perspective:** Corporate entrepreneurship requires every organisation, at a very basic level, to be both adaptable and flexible. The organisational structures of many companies have been developed from past experiences which is strongly corroborated by the data-driven code ‘planning and consistency’. Many more are still deeply rooted in what they have learned from those early lessons (Burgelman, 1983b, c), which, having overcome whatever difficulties they had encountered, are now resolutely holding onto a system that has worked well for many years. But this does not make them flexible or adaptable. The ‘assessed and regulated innovation’ data-driven code suggests that a centralised organisational structure restrains the flow of information and stifles the development of innovative activities. The same can be said for organisations that allow their management

structure to grow to ‘unmanageable’ proportions; innovative ideas are more likely to be quashed under several layers of top-down management.

The literature says that errors are eliminated within the structural context by various administrative mechanisms which allow companies to operate according to its current strategy (Jelinek, 1976; Burgelman, 1983b, c). The literature emphasises that in order to maintain an effective entrepreneurial style, an organisation must be more adaptable, more consensual and less controlled (Quinn, 1985; Slevin and Covin, 1990; Hornsby et al., 1993; Brazeal, 1996; Ireland et al., 2003; Ireland et al., 2009). However, the findings show that organisations should strive to have an ambidextrous organisational structure, the one where in basic terms familiar markets are still attended to, but at the same time the company is exploring new possibilities and new opportunities.

The cross-case analysis of the findings for the project managers in our middle management sample showed a respect for well-defined boundaries and regulations, although they stressed that management structures within their organisations can stifle entrepreneurial initiatives. As a part of organisational structure, the ‘framed-by-standards innovation’ data-driven code suggests a strong adherence of local innovative initiatives to globalised innovation standards which represent a unified and consistent approach to innovation in various geographical areas. The approach ‘work globally – think locally’ motivates employees to be more flexible and innovative in the local context, though it contains a number of issues related to ‘what is good for one country does not necessarily mean it is good for another’. One company sampled has a matrix management structure, which can hinder middle managers because of having multiple top-level managers, often with competing agendas. However, matrix-based organisations are by nature more flexible, responding well to innovative ideas and promoting entrepreneurial behaviour, and typically project managers in a matrix-structured organisation have more discretionary powers. These findings *confirm* Slevin and Covin’s (1990, 1991) and Ireland et al.’s (2003, 2009) assertion that only structural organicity is the best way to define organisational entrepreneurship. The cross-case analysis for the marketing managers generally aligned with that of the project managers; a rigid and inflexible senior management structure along with complex procedures inhibits their ability to be innovative (Van Wyk and Adonisi, 2012). A hierarchal management system – even within the business units of the matrix-structured organisation – is also criticised by the marketing managers for slowing

down procedures because of the lengthy decision-making process. One of the sampled organisations is a family-owned business and the owner must approve all decisions personally. In the cross-case analysis of sales managers, there is a strong resentment of ambiguous rules and policies leading to a failure to sustain any form of entrepreneurialism by the employees. We also see that in the organisation with the matrix management structure, the sales manager felt pressure from having to report to many different managers and hierarchies within the independent business unit. In another organisation, there is a direct reporting system whereby any employee has access to the chairman. This 'whistle blowing' policy engenders trepidation for the sales manager, again impeding their entrepreneurial ambitions.

**Conclusion:** In the UAE, middle managers adopt a more 'Westernised' management style and develop new business models with a tendency towards decentralisation.

#### *5.3.6 Planning and Consistency*

As the logical response to uncertainty in the volatile UAE business environment, 'planning and consistency' (P&C) is based on past experience and brings about predictability and adaptation to circumstances (manager A1). Entrepreneurs have more than intuition, and this is a kind of vision (Schumpeter, 1934), a model which exists in their heads that has been formed from 'a set of past experiences that have become inappropriate' (Langlois, 1994). And this is planning in Hayek's (1967) sense, who argues that spontaneity of behaviour patterns emerges through the evolutionary learning process. The UAE companies' inflexible organisational structure portrayal obscures the delicate structure of planning in the multinational companies. According to some managers' comments (e.g. manager A1, A2 and A3), planning and consistency turned out to be efficacious, not only in relation to structural context, but as a part of work autonomy and discretion, when individual-directed activities must undergo careful planning in a culturally sensitive environment. In Langlois's (1994) sense, the rationale for planning lies in the ability of a firm to reconfigure a system of rules of conduct, emphasising the point that companies 'exist not because they plan but because they *planned*'. Middle managers from the companies under study view planning and consistency as 'a strategic unit that protects from unneeded risk and uncertainty' which *confirms* the previous studies. In their approach to the balance between induced and autonomous entrepreneurial behaviour, middle managers confirm De Baerdemaeker and Bruggeman's

(2015) statement that in today's business environment, strategy should be planned in a participative way (p.2).

**Conclusion:** Based on individual experience, in the UAE, middle managers plan in a consistent manner in order to avoid unneeded risk when adopting induced or autonomous entrepreneurial initiatives.

### *5.3.7 Assessed and Regulated Innovation*

Iterative analysis of the transcripts has revealed a new data-driven code '*assessed and regulated innovation*' (A&R innovation). To deal with more chaotic situations, middle managers in the companies under study address the balance between induced and autonomous entrepreneurial behaviour by combining organic organisational structures such as the free flow of information and ideas sharing (e.g. sales and marketing managers) with mechanistic thinking based on hierarchy and a strict adherence to rules and regulations (e.g. project managers). Assessing innovative ideas in order to improve the level of organisational structures' flexibility on an operational level, and assessment of the potential span of innovation on a strategical level, helps to find a match between complexity and flexibility that subsequently leads to maintaining the balance between chaos and order (Geraldi, 2008). Middle managers complain that all novel ideas are reviewed by senior executives who are involved in both defining corporate strategy and developing goals for businesses (Birkinshaw, 2004). Acknowledging the multidimensional nature of the organisational context suggests that a policy to foster entrepreneurial innovation requires a specific mix of policy instruments for particular contexts (Autio et al., 2014, p.1106). Middle managers *confirm* that communicating their ideas for innovations to upper management, they offer an opportunity where these ideas are evaluated and considered within the context (Burgelman, 1983a, b). Iterative analysis of the middle managers' responses (e.g. manager B2) *confirms* the findings of previous research (Aldrich and Baker, 1997; Brown and Eisenhardt, 1997; Birkinshaw, 2004; Acs and Audretsch, 2010) that a certain type of context influencing entrepreneurial innovation requires different methods in assessing and regulating innovation.

**Conclusion:** Taking into consideration the complex nature of the UAE business environment, in order to achieve the balance between induced and autonomous behaviour, middle managers constantly assess innovative ideas according to national regulation.

### 5.3.8 *Framed-by-Standards Innovation*

The data-driven code ‘framed-by-standards innovation’ suggests different outcomes of standardised innovation for local and global contexts which is strongly corroborated by the middle managers (e.g. manager C1 and manager C2). A standard can be viewed as a set of specifications and requirements of users, technological possibilities, associated costs of producers, and constraints presented by government to increase the efficiency of economic activity (Tassey, 2000, p.3). A large number of different types of standards in today’s technology-based economy have important effects on market growth. With regard to MNCs whose mother companies are situated outside the UAE and operate at the global level, the tension between global and local standards is often seen as an impediment to innovation. Manager C2 explains the situation where standards exist but the customisation of applications creates an incompatibility with the existing standardised interface (Tassey, 2000). In the context of globalisation, ‘spreading a thing to several different countries, and making it applicable and useable in those countries’ definitely benefits from taking localisation requirements that add cultural context into consideration (De Troyer and Casteleyn, 2004).

The national plan of the UAE known as ‘*Emiratisation*’ aims to attract a critical mass of local and foreign specialists ‘to achieve certain specific national goals’ (Hawkins, 2015). The term, like ‘*interoperability*’, is a more accurate representation of the processes that take place in the technological environment in the UAE. It suggests an elimination of levels of complexity in implementing limited or partial standards, and allows the market to retain the advantage of diversification at the component and system levels in technology-based industry (Tassey, 2000, p.5). Balancing induced and autonomous entrepreneurship within the ‘global-local dilemma’ (Liu et al., 2016), middle managers in the UAE tightly control entrepreneurial activities that affect their brand position through a centrally controlled standardisation of innovation related to their brand image, advertising campaigns and service offerings in international markets of the MENA and GCC regions. Adaptation of those standards with consideration of the local culture and autonomy, legal requirements and customers’ specifications is often accompanied by new organisational standards and rules that ‘seek conformity in practices and behaviour’ (Wright et al., 2012) that parallels forms of global centrally controlled standards, and this *confirms* the earlier findings of previous research.

**Conclusion:** In the UAE, middle managers address the balance between induced and autonomous entrepreneurial initiatives by balancing global innovation standards and the requirements of local culture.

#### *5.3.9 Communication and Trust*

Top management has established the free flow of communication and ideas sharing across all level of the organisations under study. The principle of the data-driven code ‘communication and trust’ (C&T) is perceived as a complex combination of open communication through trust-building between top management and employees of the company. Middle managers agree that ‘communication and trust’ has a profound impact on freedom for decision-making and work autonomy (e.g. managers D1 and D3). The frequency and quality of communication with the emphasis on face-to-face interaction within the company and amongst strategic alliances creates a fertile ground for building trust, and is beneficial for corporate entrepreneurship (Antoncic and Scarlat, 2005, p.73). According to middle managers’ responses from all of the companies under study, collaboration activities and developing good communication and trust amongst employees and partners become the serious predictors for innovation. The emergence of this data-driven indicative code *confirms* other researchers’ assertion that through effective communication, middle managers create the social capital and trust needed to foster corporate entrepreneurship (Hornsby et al., 2002, p.258). The previous research has shown that corporate decision-making and perceived trust are prominent in corporate entrepreneurship and provide entrepreneurial opportunities for the development of new products and services through an increased understanding of the roles of all shareholders (Kuratko et al., 2017). The example given by manager D3 *confirms* this notion, and highlights middle managers’ intention to facilitate intra-organisational knowledge-sharing and collective goals and aspirations through senior management team integration and a cross-functional interface that connects different business units and provides free in- and outflow of information (Burgers and Covin, 2016).

**Conclusion:** Despite centralised hierarchical organisational structures, in the UAE, middle managers effectively use open communication and ideas sharing across all organisational levels which increases the degree of trust amongst employees.

### 5.3.10 *Indifferent People*

Companies demonstrate intolerance of people who are indifferent to innovation. ‘Indifferent people’ (IP) do not fit strategic goals of the companies. Innovation implementation, which is typically done by senior managers, presupposes that employees adopt and use innovation in their work (Klein and Sorra, 1996, p.1055). The authors argue that the adoption and use of innovation fails because of insufficient employees’ support and understanding of its goals, which frequently is not in alignment with their own goals and values (p.1055). Different goal orientations affect employees’ perception of job performance and job satisfaction (Janssen and Van Yperen, 2004). Managers’ comments from company E have shown that top management encourages employees’ innovative initiatives and does not tolerate those employees who have no intention to initiate or adopt innovation in their work. This can be explained by the different goals and values of employees which are not in line with the company’s ones. The majority of employees in the UAE companies are employed on a three-year contract basis with a six-month probation period. During the probation period, employees may be fired without prior notice which seriously increases their uncertainty and anxiety about the future. Most of the companies (e.g. company A, B and C) use the probation period to find more suitable candidates for the job position, and this has a strong impact on employees’ morale and entrepreneurial initiatives. Working on three-year contracts, employees are unsure as to whether the contract will be extended or not. A lack of certainty often creates situations where employees are just happy with their salaries and have no intention of exhibiting entrepreneurial spirit, realising the finite nature of their employment. Unfortunately, the UAE contemporary business landscape does not support employees with strong ‘mastery orientation’ which helps employees establish high-quality skills and focus on the development of competence through task mastery (Janssen and Van Yperen, 2004). Instead, the companies encourage ‘performance-oriented’ employees who are motivated to outperform others by working hard and for long hours (e.g. managers from company C) demonstrating their superiority, and avoiding the failure of looking incompetent (Janssen and Van Yperen, 2004). The findings of the current study *contradict* the previous research findings (Janssen and Van Yperen, 2004; Pinchot, 1985; Quinn, 1985; Sharma and Chrisman, 1999; Seshadri and Tripathy, 2006) that companies cherish mastery-oriented individuals more than performance-oriented ones. Despite the notion which is widely spread amongst the UAE companies that every organisation requires new ideas to survive, and needs



intrapreneurs to grow profitability, the severe gap between intent and reality shows that the lack of ownership, employment instability and employees' mindset keeps companies at the point of centralised innovation instead of across the organisation. In the UAE, middle managers address the balance between induced and autonomous entrepreneurial behaviour by finding consensus between employees' exposure to hard work and long working hours, and the partial compensation through the access to top-notch training and professional development programmes. In the UAE, middle managers incorporate incentivised benefits from skill-gaining training programmes as a motivation to working within an uncertain organisational environment.

**Conclusion:** To increase ownership and the feeling of employment stability amongst 'indifferent people', in the UAE, middle managers introduce various high-calibre training programmes in order to influence employees who are indifferent to innovation, and encourage them to adopt more creative behaviour.

#### **5.4 Organisational Culture and its Influence on Middle Managers**

There is an adage that says: 'People do not quit their jobs, they quit their managers'. Middle managers are often considered as the most influential layer of any organisation. A number of influential researchers underpin the synthesising and facilitating role of middle managers in sharing information and 'selling issues' to the top managers (Dutton and Ashford, 1993; Dutton et al., 1997; Kuratko et al., 2005; Ren and Guo, 2011). Employees are more likely to voice concerns to their supervisors – middle management – than to the company chairman or senior managers or at times even to any direct reporting system that may be in place.

In organisations where employees can communicate their opinions directly to senior management – *whistle blowing* – this is often seen as a sign of a highly dysfunctional corporate culture (Argyris, 2010; Amernic and Craig, 2013; Gibert et al., 2017). Middle managers both contribute to and implement organisational strategy and are well placed to understand the operational levels of the organisation and its workforce. A company that has a strong organisational culture has by definition a more coherent and responsive workforce. Staff are more loyal and highly motivated because they have a firm belief in the value of what they are doing. Typically, companies with a strong organisational culture offer more training opportunities and have a benevolent outlook towards their employees.

When organisations decide to make a change to their organisational culture, to exploit new opportunities or to change or influence employee behaviour, for example, from an *induced* strategic behaviour to an *autonomous* strategic behaviour, then such change is often made difficult because of the existing organisational culture that is heavily imprinted on employees.

The findings of the current study are consistent and corroborated by the early findings of a number of researchers (Dutton et al, 1997; Kuratko et al., 2005; Hutchings and Weir, 2006; Hesson, 2007; Ren and Guo, 2011; Turner et al., 2016) who have explored the influence of organisational culture both in the UAE and other geographical locations. A change in organisational culture is a long-term process as employees must get used to and adapt to the new culture. Middle managers are the ideal vehicle for implementing these changes situated as they are in the layer between senior management, who will have instigated the need for change, and the workforce, and lower management who must be encouraged over time to adapt to the changes and ultimately embrace the changes for the good of the organisation.

### **5.5 The UAE National Culture and its Influence on Management**

The UAE and in particular the Emirate of Dubai was, like most of the countries in the Gulf Cooperation Council (GCC), heavily dependent on oil revenues. However, facing dwindling oil reserves, Dubai, which started in 1833 as a fishing village but developed a policy of trade that ensured it became one of the British Protectorate Trucial states (which after 1972 became the United Arab Emirates), has transformed itself into an economy based on finance and tourism. This transformation, admittedly funded initially by oil revenues, came about because of the entrepreneurial nature of the ruling government of Dubai, who themselves have promoted a risk-taking culture in funding the fastest growing city on the planet.

This spirited entrepreneurialism shown by the leaders of Dubai is being touted by various government enterprises set up to foster growth by encouraging young Arabs to take up opportunities to develop start-up companies and become themselves, the entrepreneurs of Dubai's future. The management literature makes references to the strong ties between cultural differences and entrepreneurial behaviour (Kirby and Fan, 1995; Davidsson, 1995; Dodd and Patra, 2002). Management in the UAE multinational companies accepts the challenge of its heterogeneous cultural context, but according to the research literature, the

prominent demographic imbalance based on the UAE's labour economics constrains corporate entrepreneurship (Sikdar and Vel, 2011).

The findings of the current study enriched by critical incidents pinpoint the inadequacy in approaching various issues based on cultural differences amongst multinational companies' staff. Choosing the wrong words or changing praying hours frequently results in firing of employees and considered very risky and politically incorrect from the viewpoint of national culture.

The Arabic business world is very young and has developed briskly in the last few decades. There is a strong emphasis on religion, and because of the tribal nature of Arab society, relationships – *wasta* – play an important role in doing business in this environment. Cultural and religious values are foremost in Arab business practices whereas Western business values are more materialistic in nature. In the UAE, to be effective in an organisation, managers must recognise and understand this cultural diversity. Another example of Arab culture in business is that, despite the modernity of the Gulf States, there are still the old political and social orders in place. In many organisations where a principle known as 'Sheikhocracy' (De Waal and Frijns, 2016) can exist, managers see the organisation as their own fiefdom.

Dubai's swing towards the finance and trading sectors has attracted many multinational organisations and other nationals to the region ('Arabs' make up only 15 per cent of the Dubai population, the remaining 85 per cent being 'expatriates'). It is not unusual for these larger companies to have a workforce of more than 40 different nationalities. This diversity of nationalities can present cross-cultural miscommunications and therefore tensions and inefficiencies. However, such diversity can also bring about creativity in the workforce and foster innovation. In Arab culture, Islam sees work creativity as virtuous.

In brief summary, the aforementioned key findings by company revealed the following in regard to the research question: *How do middle managers address the balance between induced and autonomous behaviour in the UAE?*

1. Entrepreneurial behaviour is encouraged, primarily by training and development courses. Middle managers coordinate projects influencing growth and innovation, but only to the extent of consumer preferences, for when said preferences are altered, the

entrepreneurial method of senior management is favoured. Middle managers' corporate entrepreneurial behaviour is influenced by the combination of internal factors and the specificity of their job function. All middle managers in the sampled companies use the support of top management that encourages them to undertake entrepreneurial initiatives and adopt autonomous behaviour. In all the companies under study, middle managers are actively engaged in ideas sharing using open communication and enthusiastically participating in top-notch training programmes for the identification of new business opportunities.

2. Entrepreneurial endeavours thrive, as it is found that innovation stems from risk-taking, in line with senior management bearing responsibility, as is the norm with UAE organisations in relation to risk assessment being controlled by the top. Innovation also stems in part from project failure, as it is seen that such a thing is a form of development, to learn from previous mistakes. However, the corporations that give limited freedoms see middle managers applying the autonomy of decision-making to improve customer interactions.

The analysis of middle managers' behaviour via data-driven codes and critical incidents derived from the interviews produced richer, more comprehensive results. Thus, for example, limited work autonomy and decision-making coupled with the companies' risk-averse attitude is balanced by the localised problem-solving approach within the team or department, and the freedom to choose the right environment to accomplish their tasks, like working virtually from home, or engaging with co-workers and clients in business lounges or coffee shops (e.g. project managers). Also, prompt decision-making in situations with a short reaction time and where fast action can have significant meaning impacting sales (e.g. sales managers); the freedom to lead online marketing initiatives with intensive interaction on different marketing platforms; and active collaboration with various offices in the UAE and around the globe (e.g. marketing managers).

3. Support of innovation via a reward system serves as a crucial component of individual motivation to engage in innovative activities, and whilst such extrinsic and intrinsic inducements motivate employees, financial accolades are seen as poor remuneration for non-existent career growth prospects, with many middle managers

considering departures to other companies. To address such an eventuality, some companies promote only those managers whose ideas work and are profitable. Middle managers' entrepreneurial efforts particularly the ones which bring profit to the company are recognised and generously rewarded by well-established rewards and reinforcements system. All managers confirm that various rewards and reinforcements significantly motivate them to pursue being creative and thinking outside the box, devoting extra time and effort to pursue innovation. Some managers are particularly seeking work autonomy and freedom for decision-making (e.g. project managers), whilst others are delighted in receiving financial rewards (e.g. marketing and sales managers).

4. To have just enough time to conclude workloads is insufficient, when compared to time allocated to reflect on middle managers' work. A cultural practice of increasing the workload for those who are considered hard workers, results in health and mental problems due to stress and workload affecting an individual's ability to produce innovation. However, middle managers have the freedom to use their time as required, including longer 'after hours', or during weekends to work on projects that bring an interest to them.

Inadequate workload and time constraints coupled with limited work autonomy and an inflexible structure were central impediments to corporate entrepreneurship causing numerous negative effects. In order to maintain control over the workload and to meet deadlines, many middle managers become proactive by creating plans to deal promptly with critical issues (e.g. sales managers). Some managers put a priority matrix for the assigned tasks focusing on its importance and urgency (e.g. project managers) and allocating some extra time during weekends and outside office hours. To translate time constraints and a constantly increasing workload into a working mechanism for innovation, middle managers delegate, where possible, responsibility to others in order to reduce pressure and free their minds, unlocking non-linear thinking beyond their job description (e.g. marketing managers).

5. Based on the experiential inheritance of senior managers, centralised organisational structures greatly benefit and protect companies from unnecessary risk. However, the inflexible structure also hinders the performance of middle managers the entrepreneurial process in contemporary business environments. The issue originates

from a centralised structure common in the UAE and GCC states. Successful organisations tend to develop new business models where a hierarchical structure of rules and procedures that can easily constrain entrepreneurial activity within its workforce has leaned towards a steady improvement and amendment to structure and procedures, adjusting amid directive and paternalistic directions to administration and the adoption of introduced Western administrative methods.

Complicated and sometimes unclear rules, regulations and standards, most of which were observable in structure-related documentation, caused ineffective decision-making and hindered entrepreneurial initiatives. Middle managers advocate a more agile networking structure where boundaries are still tightly defined and compliance with the rules and regulations is highly expected although managers can capitalise on prototype and experiment (e.g. marketing and sales managers). Using a new work style (mobile and cloud), managers redefine jobs into tasks (e.g. project managers). All managers in the sampled UAE companies embrace diversity and hire people from different nationalities and with different expertise, creating new business models to pursue new business strategies.

6. The national culture had a strong effect on corporate culture, influencing employees not to admit their mistakes and with no tolerance for failure, stifled decision-making due to a historical tendency towards hierarchy, but supportive of entrepreneurship as a new programme initiated by the government.

From middle managers' standpoint, the results of this study indicate that both companies' internal environment and job function strongly influence the balance between induced and autonomous entrepreneurial behaviours. This is an inherent finding with broad research and managerial practice implications. The apparent relationship between the organisational internal environment and middle managers' job function has a symbiotic nature and is effective in addressing the balance between induced and autonomous middle managers' behaviour. Depending upon the characteristics prevailing in both given interrelated domains, the search for the balance between induced and autonomous entrepreneurial initiatives is mostly affected by the job function rather than by the company's environment as is clearly indicated by the findings.

## 5.6 Summary

Given the UAE multinational business context, middle managers' responses to the interview questions have revealed interesting outcomes impacted by the three dimensional influences of National Culture- Organisational Culture- Ownership.

Analysis of middle managers' responses from four companies governed by family ownership have shown more impactful objects by company's ownership such as 'work autonomy/discretion', 'structure/boundaries', and 'time availability', that creates a juxtaposition hindering autonomous entrepreneurial behaviour amongst middle managers.

According to the project managers, a well-appointed hierarchical structure that is open to new ideas from both the workforce and from top management, yet struggles to find a fit between rigid organisational structure and freedom to make decisions within the areas of specialisation. Obsession with maintaining a centralised structure has resisted a recent push towards decentralisation around the world due to the UAE and GCC national culture that acknowledges and sustains a centralised organisational structure and is reluctant to change. These findings support Gadenne and Singhal's (2014) empirical evidence demonstrating that 'developing countries not only are less decentralised than developed countries are today, but are also substantially less decentralised.' The results of the study show that those project managers who operate in slightly decentralised organisational structures, and work in innovative forward-thinking environment, have more access to skills across the company through training programmes that help to identify new business opportunities and provide proactive support to the business units in their sector. Although top management urges innovative thinking amongst employees, taking unnecessary risks is not encouraged. Marketing managers claim that family business with a strict hierarchal regime where everything must be approved by the owner of the company is strongly influenced by the national culture which demands conformity to the regional peculiarities of making business. Working within a risk-averse corporate culture, sales managers emphasise on conservative approach which is based on the past experience, and denoted as planning and consistency.

Analysis of middle manager's responses from company C which is a public limited company (PLC) established in Dubai as sales and technical support hub for the Middle East and North Africa, reveals that adoption of particular policies and standards in order to protect its

shareholders and maintain control over the direction of the company, a number of onerous regulatory requirements creates substantial problems for global operations.

Thus, marketing manager strangled by a non-communicative corporate structure and company's staff policies that are based on archaic non-financial reward systems, complain that there is no real encouragement for HR to further develop staff training programmes or incentives. Decisions making based on prior experience rather than inventive ideas, does not allow junior managers to step outside the framework of those decisions. Working to a range of local and global standards but without an organised training regime marketing manager is called upon to explain the work involved. Encourage the workforce by delegating some tasks and allowing some freedom to carry out those tasks under employees' own initiative, but strictly within company guidelines, makes project managers miss strategic opportunities. Project manager from company C explains that in PLC focusing mainly on short-term results and managing shareholders expectations prevents achieving the best for the business in the long run ([www.informdirect.co.uk/company-formation/public-limited-company-advantages-disadvantages](http://www.informdirect.co.uk/company-formation/public-limited-company-advantages-disadvantages)). Problems associated with guidelines for global and local standards where giving honest feedback and developing improvements in operating practices is commonly expected from employees, project manager is annoyed by the UAE corporate culture often means this is not the case and blatantly hiding mistakes. This results in lack of cooperation and ill-defined procedures. According to the sales manager, ideas come down from the senior management and are filtered by middle managers based on experience into feasible propositions that should ideally strengthen customer satisfaction. However, this top-down structure creates more policies and rules for employees to follow. There is a need to constantly explain the expectations of the company to the employees and what their specific job roles entail.

Being controlled by two types of ownership (family-owned companies and PLC), and heavily influenced by the UAE national culture, high administrative intensity and complex administrative procedures (Al-Ansari et al., 2013; Schilirò, 2015), middle managers relying upon their experience. The results of the study deliberated the following: middle managers address the balance between induced and autonomous entrepreneurial behaviour by adopting more 'westernised' management style and develop new business models with a tendency towards decentralisation as well as focusing exclusively on improving and developing new



methods of interaction with customers. Working in business community represented by more than 90% of family-run firms ([www.emirates247.com](http://www.emirates247.com) ), and taking into account specificity of the national culture, middle managers are engaged in building close relationship with existing customers, and creating extensive networks with potential customers as a balanced alternative to highly centralised organisational structures and limited work place autonomy.

Increased time pressure and the work load are not uncommon in the UAE's commercial corporate culture and volatile market environment. Time availability is portrayed by the middle managers as a serious issue that arguably undermines behavioural ambidexterity of corporate entrepreneurship. Overexposure to the stress caused by time constraints and work overload leads to many health and mental problems particularly amongst sales and marketing managers. According to the marketing manager from company E, a risky decision was taken with relation to the local culture: "management has removed shifts for Muslim prayer break which is 4-5 times. Most of employees consider it as a 'very risky' step." Despite being generally satisfied with their time availability for developing new ideas which constitutes about 80% of the office hours, project managers point out that tight schedule and constantly increasing work load doesn't allow enough time to complete a project and results in decreased innovation. Seeking valuable for the company partnerships and being judged by results not time, project managers are more focused on their salient tasks to scan internal and external environment for business opportunities. Regardless HQ's various global locations and irrespective of ownership, top management subliminal refutation to succumb to continuously growing complains regarding time pressure and constantly increasing work load is exacerbated by middle managers workplace burnout and job switching who hope that work load and time pressure will be less stressful, and they can perform better. Being interested in purposeful career, middle managers realise that to achieve the balance between unequally structured time and heavy work load which decreases development and implementation of innovative ideas is possible by extra work hours during weekends and outside office hours knowing particularly that overtime is appreciated by the top management in the sampled UAE companies.

### **5.7 Limitations of the Study**

There are without doubt many external factors that can influence middle managers and the way they look at entrepreneurial behaviour and these external factors can make it harder or

easier for middle managers to find a means to address the balance between strategic behaviour induced by the firm's current strategy, and autonomous strategic behaviour developing from innovative ideas rising to the surface. It is beyond the scope of this study to look at all possible external factors, however some basic external factors to consider are: *educational background* – the basic knowledge and skills to deal with day-to-day problems. Without such basic skills any mental workload would otherwise occupy too much concentration and detract from the ability to develop entrepreneurial behaviour, in much the same way that time constraints within a company stifle innovative ideas. *Need achievement* (McClelland, 1969) is a sociological motive to achieve often driven by a person's cultural background. Need achievers like to take risks which stimulate them to work harder to achieve. There are other external influences, some more simplistic and others more complex rooted in psychological factors, and these are beyond the scope of this study which looks at middle managers in the environment of the five sampled organisations.

The study question was the influence of internal factors on middle managers' ability to address the balance between induced and autonomous entrepreneurial behaviour. Therefore, it is quite logical to ask why this study was not extended to the whole management from the CEO down to lower management. It is beyond the boundaries of this study to carry out such a colossal study and it may be that future research will venture into this area. But one factor that must be considered when asking this question is that middle managers really are the most influential "middle layer" of any organisation. They are, as an analogy, the filling in a cake sandwiched between the top layer inducements of the senior management, and the bottom layer ambitions of the lower management. Thus, they are the ideal vehicle to use in the study question.

Despite the companies in each case were of a sufficient size that each must have had a much larger population of middle managers to draw on, in the nature of this research, there were limits of time and resources, and thus it was decided to limit the number of companies and the roles within companies to the chosen ones. Qualitative data is best carried out through a semi-structured (or in-depth) face-to-face interview, where different questions or tracts can be taken according to the responses given. Such an intense approach then has limitations of cost and time, as well the ability to process the responses received (Kelley et al., 2003, p. 262). Obviously, if resources and time were never ending then the sample size can be quite

large, but the ability to then compare and contrast responses becomes more and more difficult, especially given that the research is looking for opinions and views not just ticks in boxes or ranking of answers on a scale (Marshall, 1996, p. 523; Guest et al., 2006, p. 61; Mason, 2010; Fusch and Ness, 2015, p. 1409). Whilst larger sample sizes focusing on a greater range of subjects can lead to the exclusion of an adequate account of the implications of the responses due to the sheer size of the data, smaller sample sizes allow for more detailed analysis, whereas large sample sizes tend to lack detail or depth on the subject under review.

Smaller sample sizes allow for face-to-face interviews to be carried out, with open questions, but also the use of semi-structured questions, which ensures that the research remains on topic. Sample size in qualitative data does not work in the same way as it would in quantitative data. Individuals are more complex, and it requires a greater degree of complexity of the analysis when it relates to individual experiences and perceptions. The research says that the ideal sample size is when saturation occurs, so that there is no additional value to be gained from carrying out additional surveys (Strauss and Corbin, 1998, p. 202-203; Mason, 2010). That may not be the case in this research, but given the limitations on time, resources and willingness of companies to take part, it is believed that the sample size was appropriate and that the findings would not be vastly different if the sample size was larger. Being descriptive and comparative in nature, this research offered a platform of corroboration or refutation between the analysed categories. The interviews held amongst the aforementioned middle managers in their job functions, across various organisations, permitted the candidate to a myriad of responses to the questions. Though there were a limited to 15 middle managers number of interviews carried out, the sample size presented manageable comparisons to be analysed in regard to industry type, company size and job function.

As is mentioned earlier in this discussion, the five organisations selected for the study were all known to have a degree of entrepreneurial behaviour. In further studies of this kind it may be considered sagacious to include a mix of companies with either little or no entrepreneurial behaviour with those that exhibit a greater degree of entrepreneurialism.

## **Chapter 6: Contribution to knowledge**

### **6.1 Implications for Research**

A great deal has been accomplished in the theoretical underpinning of organisational factors' inherent impact on middle managers' entrepreneurial behaviour (Burgelman, 1983a, b, c; 1991, 1994; Kuratko, et al., 1990; 2005; 2007; Zahra and Covin, 1995; Birkinshaw, 1999; 2004; Hornsby, et al., 1999; 2002; Burgers, et al., 2009; Hayton, 2005; Morris, et al., 2000), the essence of balancing induced and autonomous entrepreneurial behaviour by middle management has not been sufficiently described and clarified. Most researchers have limited their studies to specifying internal organisational determinants and emphasising their centrality in any changes occurred in middle managers' entrepreneurial behaviour. This study makes the following contributions to extant literature:

1. It extends the existing theoretical framework by identifying five new data-driven factors.
2. It tests existing theoretical framework in a new cultural context (i.e. the UAE).
3. It demonstrates that the five organisational internal factors from the current theory are valid for the UAE corporate environment.
4. It identifies two factors (Management Support and Rewards/Recognition) are drivers, and the other two factors (Time Availability and Structure/Boundaries) are barriers to CE. Work Autonomy/Discretion as internal factor has demonstrated its volatile nature, and can influence the balance either towards induced or autonomous behaviour.
5. It introduces previously unrecognised internal factors (i.e. Planning and Consistency, Assessed and Regulated Innovation, Framed-by-Standards Innovation, Communication and Trust, Indifferent People) that were not previously mentioned in extant literature.
6. It demonstrates that identified new factors interact with existing internal factors, and can support or prevent induced and autonomous entrepreneurial behaviour.
7. It identifies five initiatives middle managers undertake to achieve the balance between induced and autonomous behaviour:

- Middle managers extensively use top management positive attitude towards entrepreneurialism, encouragement of ideas sharing and opened communication. Reinforced by the high-calibre training programmes, middle managers incorporate their experience and expertise to undertake entrepreneurial initiatives enthusiastically.
- Being motivated by extrinsic and intrinsic rewards/reinforcement system, middle managers pursue innovative ideas knowing upfront what they will get once their ideas are approved.
- Middle managers have freedom to set their own goals and objectives for innovation targets but once ideas are formulated they must recourse to senior management first, seeking its approval which is perceived as a vital mechanism for unnecessary risk prevention.
- Most of middle managers use about 10% of their time to develop personal contacts, networking and outside the office business meetings. Other managers use about 4 to 6 extra hours after work or on weekends to develop innovative ideas and to think beyond their jobs confines.
- Middle managers take cross-disciplinary problem-solving approach to balance between the core organisation's hierarchical structure with high bureaucratic intensity and their sole responsibility for the assigned tasks where problems can be solved locally with the members of the department.

This study has shown as opposed to Drucker (1988) that the facilitator for achieving that balance is middle management, layered as they are between traditionally top-down induced strategic behaviour and bottom-up innovation derived from having greater autonomy. Given the capacity to do so, middle managers are in a position to create and maintain the balance between the two behaviours to the advantage of the company. The study also provides ample evidence that it is not just the five internal factors put forward that will bring about a balance. The distinction made is that induced and autonomous activities in the companies are impacted by MNC's organisational culture and the UAE national culture, this is a valuable contribution.

Various researchers have made a compelling contribution to the field of corporate entrepreneurship. The vast majority of them are important in their own particular way in exploring this tentative and immature area. The current study as well makes its own contribution attempting to extend that body of knowledge by doing qualitative research in the geographical area that has not been explored by many researchers such as the United Arab Emirates.

The earlier research suggested determining the ways in which the controllable internal factors within the work environment influence employees' entrepreneurial initiatives together with various contextual factors from different industries, markets and countries (Hornsby et al., 2009; Kuratko et al., 2014). Whilst acknowledging all researchers' contribution in this specific and complicated area, this study has attempted to make a valid contribution to the existing theory particularly in two aspects worthy to mention.

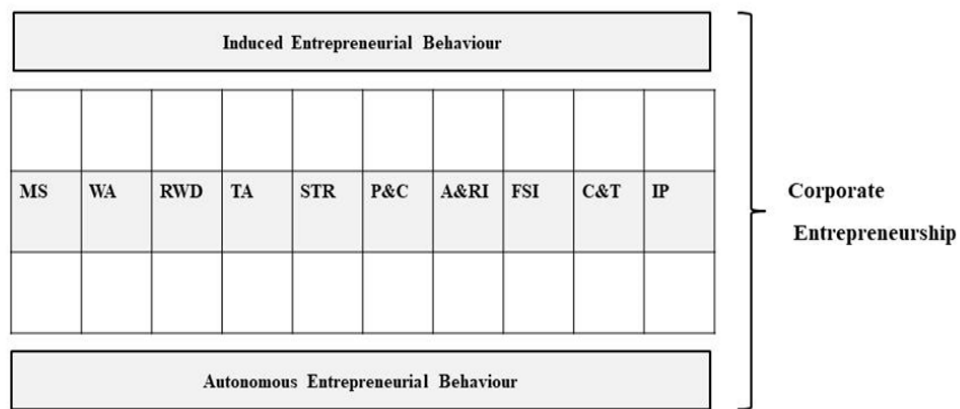
First, by having extended the existing theoretical framework, the current study systematised and linked organisational internal factors to middle managers' personal experiences and subjective interpretations postulating induced and autonomous entrepreneurial behaviour are fundamentally opposite processes, and yet are being possible to balance the two and have them co-exist in synchronisation, resulting in a highly beneficial corporate entrepreneurial behaviour for any organisation.

Second, this research interprets the phenomena of a balance between two entrepreneurial behaviours through the meaning of distinction between reason and feeling, and uses a personal process to examine the reality. Based upon the principles of interpretive paradigm, the current study attempts to reveal the truth and reality through the middle managers' eyes. Adopting phenomenological approach for the present study, the research methodological contribution is based on subjective reflection and description of individual manager's life experience via holistic view of the reality.

## **6.2 Implications for Practice**

One of the biggest challenges for contemporary ambidextrous business organisations is to establish a balance between autonomous and induced strategic behaviour. Understanding of the internal factors that lead to the initiation of both behaviours simultaneously can build a solid foundation for sustaining the companies' competitive advantage. Consideration of the

five internal factors across all management levels creates an understanding of the subtlety of corporate entrepreneurship as a result of individuals' behaviour. Figure 22 can be used by managers to decide whether the influence of any internal factor works as an enabler for corporate entrepreneurship representing itself as either induced or autonomous strategic entrepreneurial behaviour with relation to the balance between them.



MS – Management Support

P&C – Planning and Consistency

WA – Work Autonomy/Discretion

A&RI – Assessed and Regulated Innovation

RWD – Rewards/Reinforcement

FSI – Framed-by-Standards Innovation

TA – Time Availability

C&T – Communication and Trust

STR – Structure/Boundaries

IP – Indifferent People

**Figure 22: Diagnostic Model (Developed by Author)**

Incorporating the diagnostic model (Figure 22) as the contribution to practice of this research paper presents a real opportunity for the companies to develop a new system or review an old system of organisational internal factors to enhance exploitation of corporate venturing and to instigate exploration of new business opportunities. Based on the research findings, it is

suggested that a new internal code of practice should be written that will demonstrate the readiness and ability of middle managers to fulfil companies' strategic plans through internal renewal and diversification. On a practical level, the multicultural environment of the UAE-based companies urges organisations to develop essential guidelines for new managerial approaches that help in de-risking and sustaining performance via finding a balance between the two entrepreneurial behaviours. By incorporating the diagnostic model as an innovative administrative instrumentality, multinational companies can facilitate collaboration between entrepreneurially minded employees and the structural context of the organisation in which they are willing to apply their entrepreneurial initiatives.



## **Chapter 7: Summary, conclusion, and recommendations**

### **7.1 Summary**

The overarching purpose of this study was to examine two types of middle managers' strategic entrepreneurial behaviour (induced and autonomous) and how they address the balance between these two opposing processes. Highlighted by an extensive range of management literature, these behaviours present important determinants for the strategic intent and internal entrepreneurship. It appeared that, separately, they are not sufficient to enhance organisational survival. Therefore, reconciliation between these fundamentally different behaviours is needed. The literature review conducted for this dissertation assumed a high degree of criticality to balance the aforementioned coexisting behaviours. Related to that effort, it became vital to reach an understanding of middle managers' actions to address the balance between autonomous and induced entrepreneurial initiatives. To provide for the possibility that the middle managers' perceived internal organisational factors are viable components to their entrepreneurial activities, it was important to develop a qualitative questionnaire with the potential to analyse middle managers behaviour through their individual experiences.

The qualitative interview questions, developed from Hornsby et al.'s (2002) Corporate Entrepreneurship Assessment Instrument (CEAI) combined with Chell et al.'s (1991) Critical Incident Technique (CIT), opened an opportunity to investigate the impact of the five internal factors on middle managers' behaviour at an individual and company level. The CIT revealed a number of pieces of data-driven information described by the middle managers as their personal experience that enriched the understanding of the organisational climate, which is affected not only by organisational internal factors, but by organisational and national cultures. This chapter outlines the conclusions and recommendations resulting from this study.

## 7.2 Conclusions

Middle managers from different job functions (project managers, marketing managers and sales managers) and from the five selected companies were issued with a sample of qualitative semi-structured interview questions according to the study's aim that examined middle managers' behaviour in relation to the five internal factors. This offered an insight into making a conclusive judgement on how middle managers address the balance held between autonomous and induced entrepreneurial behaviour. Though the sample size was small in comparison to Hornsby et al.'s (2002) sample size, a number of interesting findings were observed during this study.

It is worth mentioning that the findings were organised into two important categories: by company and by job function. The cross-case analysis organised by company depicted a pattern of both induced and autonomous behaviour amongst middle managers, encouraged and endorsed by top management.

With regard to **the first thesis objective**, it was found that middle managers were able to coagulate a communicative stream between top management and the low-level management sectors of a company. The free flow of information and open communication across all levels of the company encourages a high level of entrepreneurialism and the sharing of new ideas. Myriad face-to-face interactions, habitual activities and collective goals proved to be facilitators in building confidence and thus causing the fruition of trust to enable corporate entrepreneurship. Henceforth, the integration of synthesised literature and analysed observations depicted the notion that the data-driven code of 'C&T' (communication and trust) was an inherent aspect in facilitating work autonomy and innovation. In examining middle managers' functions in encouraging the 'selling of issues' from low-level employees to top management, this evaluation portrayed the UAE middle managers as habitual informational and communicational diffusers across all levels of the organisation.

The risk-taking processes are predominantly assessed by the senior management, giving little to no autonomy in regard to middle management decision-making. Though reward and recognition systems are well placed in all of the sampled companies as a strong enabler for middle managers' corporate entrepreneurial activities, time pressure, an unequal workload and centralised rigid structures appeared to stifle the entrepreneurial spirited middle

managers. Throughout the study, company C and company D appeared to present an atypical polar case (Pettigrew, 1990; Morse, 1991) which suggested extremes of very high or very low corporate entrepreneurial initiatives. This allowed the contrasting patterns in the data to be observed with ease (Eisenhardt and Graebner, 2007).

With reference to Miles and Snow's (1978) typology, which is depicted in Table 9, it is possible to make assertions that all sample companies can be nested within the 'Defenders' quadrant. This carries an emphasis on induced strategic behaviour, top management unilateral decision-making, cautiousness and incremental growth through maintaining tight control by various unbendable organisational rules and regulations and a centralised structure. As company C is a polar type, this presents an entire range of phenomena that differs from the three other companies: A, B and E. They can be characterised, according to the Miles and Snow (1978) typology, as 'Reactors' with a prominent pattern of inconsistent and unstable adjustment to the environment due to constant changes in local and global standards that create uncertainty and poor performance. Company C seems to have an unclear strategy, resulting from either induced or autonomous behaviour. On the contrary, company D can be portrayed in the 'Prospectors' category (Miles and Snow, 1978). Emphasising autonomous strategic behaviour has a strong tendency for decentralising some of its organisational business units.

Hence, the illustrated patterns can be concisely categorised. In order to address the balance between induced and autonomous entrepreneurial behaviours, it could be suggested that the companies need to take action to de-complex their structural procedures and to provide a more adequate workload with a reasonable time allocation and availability.

An interesting comparison of the emerged patterns can be made which refers to the job function as a result of this study. **The second objective** proved to be integral to the research outcomes in allowing the focus and deconstruction of specific internal factors that influenced middle managers' entrepreneurial spirit as an individual and as part of the organisation. It appeared that in all three job functions, the same pattern similarly demonstrates strong management support and encouragement along with the sharing of ideas and high-calibre training programmes that help middle managers to develop teams to respond effectively to emergent situations. Notwithstanding significant support from top management, the balance between induced and autonomous entrepreneurial behaviour was facilitated and

accomplished by middle managers. Rewards and reinforcement programmes, as one of the strongest constructs for the motivation of entrepreneurial ideas amongst middle managers, are in place and well defined. A well-placed promotional system opens an opportunity for middle managers to act more autonomously and to have greater freedom in decision-making. This can be considered as a promotional tactic that stimulates entrepreneurial activities and raises the aforementioned rewards and recognition programmes onto a positive and incentivised paradigm for greater autonomy and equilibration of balance.

It is worth noting that the same barriers within the company for fostering corporate entrepreneurship were elucidated by all three managers. Structures/boundaries and time availability are perceived as serious constraints that considerably hinder middle managers' abilities and willingness to create novel ideas.

With the introduction and evaluation of these internal factors, it was possible to synthesise the outcomes of the research as apparent for the objectives' corroboration. It was revealed that due to a Westernised management style and development of new business models, middle managers have a strong tendency to deviate from centralisation. Though bound by contracts and job descriptions, cross-disciplinary and project-based problem-solving approaches enable middle managers as transformational leaders to make decisions outside top management approval with regard to inter-departmental issues. Teams working together on complex projects for longer periods tend to resolve conflicts better and retain shared goals and objectives (McClelland, 2016, p.37). Whilst this may be true, instances of specific business models, and the amalgamation of employees into 'Job Families', as seen in company C, can refute the proposed 'decentralised' structural factor through this team-based close integration of employees where overzealous top-down control is less apparent (Geraldi et al., 2011).

Moreover, unequal time specifications as well as increasing workload results in the degeneration of innovation progressions and development. The research has concluded that time availability is an internal factor that constrains employees in the exploration of ideas. Thus, the restoration of balance occurs when an individual has a subliminal responsibility to engage in off-site networking and innovation outside organisational boundaries. Though questionable, its inherence within the contemporary strata of corporate society is unequivocal.

However, work autonomy/discretion, as opposed to company barriers, is viewed as an enabler and/or constraint by different managers in their job functions. Thus, for example, sales managers appeared to be more entrepreneurial in finding the balance between internal factors enablers and internal factors constraints to corporate entrepreneurial initiatives. This can be explained in that modern business, with its emphasis on competition, particularly in sales of products and services, has urged the need for new problem-solving and decision-making strategies. All the interviewed sales managers asserted that to stay in business, they must respond creatively to an increasing number of problems in sales that had few or no precedents, and which required the discovery of new and better ways through continuous trial-and-error (Proctor, 2014). Though there is minimal autonomy over ‘decision-making’ and on-site innovation, and, moreover, concrete ideas and innovative intentions are resourced through senior management, the second objective deliberated that the process of making decisions whilst balancing goal achievement with risk (McClelland, 2016) recurs through middle managers’ reliance on experience and the evolution of customer interaction methods.

**The third objective which** emphasised the significance of organisational and national culture influences on middle managers’ approach to address the balance between induced and autonomous initiatives was met by examining the impact that both cultures have on middle managers’ choice of entrepreneurial behaviour. As a key determinant to corporate entrepreneurship, organisational culture in UAE multinational companies is depicted as a complex conglomerate of entrepreneurialism, individualism and cultural flexibility. On one hand, centralised organisational structures and tight control imposed by top management inherently stifles innovation and middle managers’ decision-making. On the other hand, promoting an organisational culture of ‘flexible citizens’, the companies support middle managers’ individual values, entrepreneurialism and willingness for self-improvement. Ideas sharing, ‘selling issues’ and top-notch training programmes open unlimited possibilities for middle managers’ autonomous entrepreneurial initiatives.

Being risk-averse, organisational culture in the multinational companies is under the heavy influence of national culture that historically has strong centralised tendencies due to the form of government which is a monarchy. Steering through the complexities of law and tapestry of cultures, languages and ethnicities, middle managers balance the traditional patriarchal structures and principles of Islam not by dismissal but by reinterpreting them in

the spirit of modernisation which is strongly supported by numerous entrepreneurial governmental programmes.

The implications of the current research findings provided an understanding of the organisational internal environment as a nexus of internal factors, management structures and companies' ownership as an impactful system on middle managers' decision-making which was achieved by the **fourth objective**. The autonomy of middle managers' decision-making depends significantly on in which hands there is power; in other words, ownership views of innovation. The findings show that existing independent owners take a more sustained view of innovation 'maintaining socioemotional wealth in the family business' (Wright, 2016, p.75). This form of ownership is mainly presented by a large number of owners in top management positions who are willing to invest in innovation and strongly support the entrepreneurial culture of the company. Middle managers' decision-making undergoes thorough and rigorous assessment, and finally, depends on their expertise and 'selling issues'; it can be openly communicated and shared, yet accepted or rejected. The results of this study suggest that middle managers' autonomous initiatives are broadly enhanced by incentives and top management support on one hand, and harnessed by top management's tight control over risk assessment and rigid organisational structures on the other hand.

Another form of ownership presented in the present study, the PLC, focuses mainly on short-term results and managing shareholders' expectations. This form of ownership stifles middle managers' decision-making regarding identified opportunities which are peripheral to the main activities of the parent company. Being locked in exploiting opportunities identified by the owners and top management teams (TMTs), middle managers lack decision-making discretion, and experience difficulties in undertaking innovations to catch up with their peers. A company's ownership adherence to global standards alleviates organisational rigidities that undermine the firm's ability to adapt to the changing UAE local environment. Local regulatory requirements, in turn, create another roadblock to innovation. Therefore, in order to turn around under-performance, middle managers in the UAE division balance their decision-making between exploiting previous innovations and an exploration of new entrepreneurial opportunities presented by the broad context of the UAE, GCC and MENA market.

The aim of the current research was achieved through qualitative research methods such as designing qualitative interview questionnaires based on Hornsby et al.'s (2002) quantitative Corporate Entrepreneurship Assessment Instrument (CEAI) combined with Chell et al.'s (1991) Critical Incident Technique (CIT). The incorporation of semi-structured interviews, the answers of which are documented in the field notes, various observation techniques, and audio trails served the purposes of the qualitative research inquiry. As stated in the research, the four objectives which were met by the current study highlight the candidate's direction towards the aim of the investigation which enables the research question to be answered. Of course, very little research gives a 'black and white' answer; however, in an attempt to answer the research question '*How do middle managers address the balance between autonomous and induced entrepreneurial behaviour?*', it is plausible to infer that autonomous and induced entrepreneurial behaviour is addressed by the coetaneous balance between an exploration of new opportunities which is supported by top management via high-calibre training programmes, open communication, the free flow of information, and new ideas sharing enhanced by well-placed rewards and recognition systems, and the exploitation of existing innovations, structural renewal through developing new business models, and improved work methods elaborated by employees. Although the current research, being limited by the scope of this study, does not provide clear evidence of companies' ownership influence on the balance, examination of companies' management structures opines that the 'make it or break it' approach with regard to investments in innovations instigated by business owners, and rigorous risk assessment, consideration of threats, and the UAE market volatility evaluated by TMTs, preconditions a new slant in middle management ambidexterity.

Finally, an important by-product of the current research was the development of a comprehensive diagnostic model for deliberating the two types of strategic entrepreneurial behaviours and the influence of internal factors on them. The model offered an attempt to assess and describe each factor's influence, individually and as a system, in affecting the balance between induced and autonomous middle managers' initiatives. By design, the model responds to the managers' perceptions of internal factors as antecedents to corporate behaviour and provides a means for contributing to the development of the ambidextrous organisation.

### **7.3 Recommendations**

The following recommendations may prove beneficial to:

#### **7.3.1 Research**

- 1) Given the changing nature of corporate entrepreneurship, a series of qualitative longitudinal studies based on the diagnostic model (Figure 21) would document middle managers' perception of internal factors, and therefore increase the potential for creating the balance between induced and autonomous entrepreneurial initiatives. This would be relatively current and less exposed to individual bias.
- 2) Whilst the current patterns of middle managers' entrepreneurial behaviour derived from this study consider the UAE context, it may be advantageous to conduct research from a global viewpoint which considers multinational companies across various geographies.
- 3) Given that this study provides the basis for concluding that middle managers address the balance between autonomous and induced activities by reconciling inflexible structures and management support, as well as resolving time pressure by compensating it via rewards and reinforcement programmes and partial work autonomy, refinement of these research results could be achieved through various quantitative techniques.

#### **7.3.2 Practitioners**

Practising managers have to frequently resolve the tension between induced and autonomous entrepreneurial behaviour in order to pursue exploitation and exploration processes simultaneously. As they keep on discovering new approaches to address the balance between these two opposing behaviours, this research offers some viable recommendations. The recommendations would be as follows:

- 1) The five internal factors require a careful and cautious approach. The list of internal organisational antecedents impacting corporate entrepreneurial initiatives is very sensitive to any changes made by the company. It would probably be better to conduct a diagnostic



analysis using the diagnostic model to understand employees' perception of the internal environment to be improved.

2) Special attention could be paid to the middle managers' entrepreneurial initiatives and enhancers of their proactive behaviour by job function, as this could differ accordingly from one manager to another depending on their job function.

3) Working in multinational companies, practitioners should be aware of the influence of national culture on organisational culture and employees' entrepreneurial intention as a result of it.

4) Practitioners should ensure that HR policies are in place such as clear job descriptions, comprehensive procedures establishing the time and working hours, and describing under which particular circumstances overtime is allowed. Various training programmes must be focused on building employees' capabilities and aligning entrepreneurial activities efficiently.

5) Consideration of the organisational structure as a strong influencing factor to create an entrepreneurial climate. In the UAE, legal environment rules and regulations are constantly changing; therefore, it is better to provide an alignment of the organisational policy framework with local legislation.

This study provides numerous possibilities for managers to embrace change as the only way to stay competitive. A new work style and flexible structures require redefining jobs into tasks, as well as new social skills to collaborate with people from different nationalities and with differing expertise. Business organisations need a prototype and experiment, recognising the fact that individuals shine rather than organisations. Special attention should be paid to the corporate governance and culture. Compliance with global standards is crucial. The mistake of industry is that it does not ask the regulator questions, and the regulator thinks that all rules are understood, and all requirements are achievable. The challenge is how to establish open channels of communication between governmental regulations and industry. On a bigger scale, today, the UAE business environment is facing a huge challenge: the government role as a regulator must achieve the balance between the entrepreneurial

spirit of the UAE-based companies and governmental laws and regulations. To find this balance is not easy but must be done.

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## Appendix A: Literature Search Method

### A.1.1 Literature Review

The starting point of the literature review is setting a feasible research question which identifies a gap within the literature that the current research paper attempts to address.

Table 30 breaks down the question in terms of population, intervention, comparator and outcomes (Hagen-Zanker and Mallett, 2013, p.7). Consider the research question ‘How do middle-level managers address the balance between autonomous and induced entrepreneurial behaviour?’

Population	Intervention	Comparator	Outcomes
Middle-level managers; large organisation; entrepreneurial organisation; UAE	Involvement of middle-level managers in addressing the balance between autonomous and induced entrepreneurial behaviour	UAE-based companies vs international	Change in behaviour; decision-making; alignment with strategy

**Table 30 Pico (Source: adopted from Hagen-Zanker and Mallet, 2013)**

### A.1.2 Literature Search

This stage includes the iterative process of reviewing and assessing the relevance of definitions and the literature to the subject area and the topic. The literature for the main subject areas has been searched for several weeks. The big search has resulted in a large number of the listed 12,000 references that have been filtered to source the most useful ones, which is about 1,500 references. However, later on during the process of the literature search, the big search flow has taken direction towards the hierarchical search which allows for the development of the most relevant subject areas in more detail, actively searching for connections, links and commonality between the different subject areas of the literature. During this stage, a review protocol is created in the form of a table. Table 31 contains information on the specific questions addressed by the study such as the theoretical and conceptual framework, sample size, research question/hypothesis and its significance, methodology, analysis and results,



conclusions, implications for future research, implications for future practice and critique. Table 31 allows for making changes with explanations for doing so in order to minimise the researcher's bias.

### **A.1.3 Online Sources**

Built from the study, a systematic search of keywords identification and terms begins at this stage. The search strands are based on the thesis statement and the research question in order to ensure the search replication. As a quick and systematic way of locating information, abstracts are helpful when making the decision to obtain a copy of the complete paper or not. Most search engines access the World Wide Web sites which contain a wide coverage of available literature. For example, the search of “middle managers’ behaviour”, “perception”, “internal factors”, “entrepreneurial culture”, “middle managers’ corporate entrepreneurship”, in Google Scholar, Google Books, ERIC and EMERALD provides published information which allows an interdisciplinary understanding. Although conference proceedings and unpublished industry studies provide a glimpse on the subject area from a new angle, they have been excluded from the search which results in 950 references. Up-to-date articles illuminate different aspects of the subject area from researching practitioners in the online magazine “Strategy + Business”. In order to ensure a broad coverage of existing literature, a CD-ROM is used for a number of databases such as Sage Publications and Global Books in Print. The additional sources such as the Heriot-Watt University library and interlibrary loans help to meet the needs of the current literature search. University libraries tend to subscribe to the journals related to their areas of expertise which significantly aids in the literature filtering process. For example, one of the Heriot-Watt University areas of specialism is strategic management; therefore, the University library provides access to a wide range of those journals which cover a broad spectrum of managerial literature. Based on the research inclusion criteria and reading of titles and abstracts, the search has been reduced to 500 references.

### **A.1.4 Off-line Sources**

As a main source of the off-line material, university libraries are used in order to access off-line materials such as textbooks and theses. For the various collections of textbooks on qualitative research methods, the libraries in the Heriot-Watt University (Dubai Campus) and the University of Dubai are used on a temporary membership basis.

### A.1.5 Literature Selection

The information search is captured by the full listing of articles and publications that met the criteria in the protocol table. Filtering of the selected information could be in terms of prominence of the author, methodology used or implications for future research and practice (see Table 32). Having identified and reviewed the relevant citations, the full text is then retrieved for the detailed evaluation of the relevant sources which need to be included or excluded for the systematic literature review. For example, the publications of Burgelman (1983a, b, c, 1984a, b; Burgelman, 2015; Kuratko et al., 2005; Zahra and Covin, 1995; Zahra et al., 1999) related to the corporate entrepreneurship, analysis of internal factors and strategy shaped by the organisational culture, and middle managers' initiatives are broadly included in the current research. This paper attempts to cement early publications (i.e. Burgelman, 1983a, b, c) and to extend itself to critical evaluation of the latest ones (i.e. Zahra, 2013; Kuratko and Audretsch 2013).

Author Name	Title Review	Abstract Review	Full Paper Review	Date of Publication
A. Burgelman (5)	"corporate entrepreneurship"	Corporate entrepreneurship (8);	Governmental entrepreneurial	1960s (2)
N.K. Denzin (2)	(15)	Intrapreneurship (3)	programmes (2);	1970s (4)
Dess et al. (2)	"Intrapreneurship" (6)	"autonomous"	"middle managers	1980s (6)
T. Eberle (2)	"Middle managers	"Induced"	involvement" (5);	1990s (6)
K. Eisenhardt (4)	behaviour" (12)	"behaviour" (4)	"Entrepreneurial	2000s (7)
E. Guba, Y. Lincoln (3)	"Organisational	"entrepreneurial	organisation" (3)	2010s (8)
D. Kuratko (6)	internal factors" (7)	behaviour" (4)	Quantitative (4);	
J. Hornsby (3)	"Corporate culture"	"Middle managers"	Qualitative (5);	
R. Kanter (2)	(10)	(5)	Case studies (4);	
I. Kirzner (3)	"National culture"	"organisational		
A. Onwuegbuzie (2)	"UAE, Dubai" (5)	internal factors" (2);		
G. Pinchot (3)	"Entrepreneurial	"UAE national		
C. Pope (2)	opportunity" (4);	culture" (3)		
M. Sandelowski (2)	"knowledge creation	"Corporate		
H. Stevenson (2)	and entrepreneurship"	entrepreneurship"		
R. Yin (6)	(3)	"large companies" (3)		
S. Zahra (3)				
Other: (20)				
	Other: 3	Other:3	Other: 3	Other: 2
<b>Total: 72</b>	<b>Total: 65</b>	<b>Total:35</b>	<b>Total: 26</b>	<b>Total: 35</b>

**Table 32: Literature selections and reduction** (Developed by Author)

The literature selection is based on the following characteristics of the knowledge base:

- Relatively new and well-established literature
- Specialising in the corporate entrepreneurship area
- Addresses a prominent knowledge gap between organisational internal factors and middle managers' entrepreneurial behaviour
- Geographical heterogeneity

In order to be legible for the present research, the literature review needs to include the following criteria: definitions of entrepreneurship and corporate entrepreneurship, enablers of CE such as organisational culture and structure, the influence of national culture, middle managers' role and function in the CE process, and the role of internal factors and its definition. If certain literature contains board of directors and CEO initiatives in CE, social entrepreneurship, a firm's performance and growth, economic development and human capital, and does not mention entrepreneurial intentions or strategic entrepreneurial behaviour, the publications are therefore excluded from the literature review. Based on the exclusion criteria and as the result of scanned reading, the reference list contains 250 publications. For example, the search has generated references relating to corporate entrepreneurship, corporate behaviour, corporate culture, organisational culture, entrepreneurial culture, strategic entrepreneurship, and middle managers' behaviour in a wide range of applications and sectors.

After applying the exclusion criteria and scanned reading of the paper, Mitra et al. (2011) appears to be concerned with human capital development and graduate entrepreneurship. This is not relevant to the current research as neither human capital nor graduate entrepreneurship is included in the research programme. There is no point in reviewing literature on knowledge creation either as it is not directly relevant to the current research. On the other hand, with reference to Hornsby et al.'s (2009) *Managers' Corporate Entrepreneurial Actions: Examining Perception and Position*, it appears to overlap two central areas of the literature review: corporate entrepreneurship and management behaviour (actions). Considering the value of the scanned reading list, the detailed reading and further appraisal of the listed papers shows that the references listed produce the result of 120 papers in total which are relevant to the current research. The present study contains a

geographically heterogeneous number of publications which suggests geographical sensitivity of the research (Figure 23).

### A.1.6 Literature Analysis

In order to draw insights from the studies, two approaches are incorporated into the research synthesis: interpretive and inductive (Table 33). These approaches are associated with qualitative studies and in the current research they are used for meta-synthesis which provides a greater level of understanding of findings brought together from any individual study and appropriate for the management research (Tranfield et al., 2003).

Description of Literature Analysis	Demographics (%)		
	Conceptual vs Empirical	Qualitative vs Quantitative	Location
❖ Different kinds of sources have been accessed and read critically, evaluating their relevance to the field in general and to the thesis.	47% vs 53% – this constitutes:	42% vs 58% – this constitutes:	❖ USA 44.2%
❖ Main points have been extracted and noted down those pertinent to the current study.	❖ Entrepreneurship Conceptual 19% vs Empirical 17%	❖ Entrepreneurship Qualitative 16% vs Quantitative 24%	❖ Finland 3.3%
❖ Notes of this information help analysing critically by testing out researcher's own viewpoints against those presented in the research papers.	❖ Middle managers Conceptual 12% vs Empirical 25%	❖ Middle managers Qualitative 10% vs Quantitative 26%	❖ Austria 3.3%
❖ Headings and themes have been used to compare and contrast the differing views in the relevant studies.	❖ CE and culture: Conceptual 16% vs Empirical 11%	❖ CE and culture: Qualitative 16% vs Quantitative 8%	❖ Canada 3.3%
❖ Each new study is evaluated in order to reveal the evidence that either confirms the researcher's view or provides a counter-argument that questions the researcher's view.			❖ UAE 3.3%
❖ Methods used to gather the evidence are assessed and analysed on the basis of its reliability, and what weaknesses and gaps they have.			❖ UK 8%
			❖ France 5%
			❖ Spain 7%
			❖ Netherland 6%
			❖ Germany 4.2%
			❖ Sweden 2%
			❖ Norway 2%
			❖ India 1.7%
			❖ Switzerland 1.7%
			❖ Slovenia 5%

**Table 33: Literature analysis** (Developed by Author)

Through the reliable knowledge base and theoretical synthesis, managers and practitioners gain insights into the process of corporate entrepreneurship specifically in multicultural and multinational environments where managers' perception of internal factors varies across a broad range. Evidence-informed practice helps managers in making context-sensitive judgements in order to address the balance between the two types of entrepreneurial behaviour. It serves academic communities in developing a methodological rigour and reinforcing research, knowledge and practice relationship.

#### **A.1.7 Linking Themes**

The current study focuses on developing the evolutionary line of corporate entrepreneurship through the meta-synthesis of the insights and findings, starting from Schumpeter's contributions in the 1930s, then going through the works of Knight (1967), Drucker (1970), Kets de Vries (1977), Pinchot (1978, 1985), Stevenson (1983), Miller (1983) and Burgelman (1983a, b), Zahra and Covin (1995), Zahra et al. (1999), Kirzner (1997), and finally the recent publications of Dess and Lumpkin (2005), Mair (2005), Wright and Zahra (2011), Lundmark and Westelius (2012), and Kuratko (2013).

#### **A.1.8 Linking theory with practice**

The stage of literature analysis provides a full and detailed analysis of the field using data extraction forms. For example: what is the information about the authors, and how many core publications are there from the USA, Europe and from the UAE or the Gulf? What are the categories of the field (sectors, industry, resource-driven, product-market innovations, opportunity-seeking, risky ventures, or positivist versus phenomenologist approach, for example)? Involving practitioners in the systematic panel review and posing specific questions for the review helps to enhance both the rigour and the relevance of the research evidence.

#### **A.1.9 Discussion of Findings from the Literature Review**

The literature review has pointed out a number of significant studies on corporate entrepreneurship and how it has evolved over the past three decades. The literature considers various viewpoints on entrepreneurs, seeing them as 'resource-driven' (Stevenson, 1983), 'visionary leaders' (Mintzberg et al., 1998) who deal with 'high risk and uncertainty' (Knight, 1967). Based on the synthesis of the conceptual foundation from where



entrepreneurship streams out – the Schumpeterian and Austrian schools – it is clear that economic and technological change acts as a catalyst to opportunity-seeking and alertness to innovation through entrepreneurial discovery and paths-breaking behaviour. Something akin to free market entrepreneurs, the term ‘intrapreneur’ was coined by Pinchot in 1985. The new term has created a series of definitions introduced by many authors that present various ambiguities and inconsistencies characterising CE as corporate-level entrepreneurship. A lack of a unified definition of how CE activities are defined is under constant consideration amongst practitioners and researchers. The literature review underpins findings that drive middle-level managers to keep strategic behaviour in line with dramatic changes in the corporate strategy and the impact of a firm’s internal environments on intrapreneurial activities. Much of the existing knowledge of CE is based on the relationship between organisational structure and culture founded in the works of Burgelman (1983a, b), and the influence of internal factors on middle managers’ entrepreneurial behaviour based on the contributions of Hornsby et al. (2002) and Kuratko et al. (2005). The clear suggestion from the results of both studies is that middle managers’ perception of the internal factors has a direct impact on the choice of strategic entrepreneurial behaviour in the context of corporate entrepreneurship. However, neither of the studies shows the relationship between CE and national culture. Built on Hofstede’s (1980) cultural dimensions, Shane (1994, 1995, 1996) explores the innovation-championing relationship as a mechanism by which organisations increase innovation and entrepreneurship (Burgelman, 1983a, b). The extent to which national culture affects entrepreneurship has been the subject of some debate in the literature (Wilkins, 2001; Hayton et al., 2002; Bruton, Ahlstrom and Li, 2010).

A number of important assumptions have been made in association with the literature review for the current research. Middle managers’ entrepreneurial behaviour depends on the corporations’ internal environment which includes the structural and strategic context (Burgelman, 1983a). The degree to which middle managers’ perception of the internal factors (Kuratko et al., 2005) affects corporate entrepreneurship is influenced by organisational and national cultures (Hayton et al., 2002).



**Figure 23: Geography of publications**

## Appendix B: Interview Questions

**B.1:** Pre-pilot set of interview questions which was sent to managers to familiarise them with the interview content (developed from Hornsby et al., 2002).

Company Name: \_\_\_\_\_ Date: \_\_\_\_\_

Average Age	Males	Females

***1. In your opinion, does management support corporate entrepreneurship? If so, how is this done in your company?***

### **Clarifying prompts for the interviewer:**

1.1 How quickly is your organisation using improved work methods?

1.2 How often does your organisation use improved work methods that are developed by employees?

1.3 How does your organisation encourage developing of one's own ideas for the improvement of the corporation?

1.4 What is the level of top management's awareness of one's ideas and suggestions and how receptive they are?

1.5 How often does the promotion follow the development of new and innovative ideas?

1.6 How often do employees receive management support for their own innovative ideas and activities?

1.7 What kind of decisions the "doers" are allowed to make on projects without going through justification and approval procedures?

1.8 How innovators cope with rigid rules and procedures in order to keep promising ideas on track?

- 1.9 What is senior managers' attitude to rule bending?
- 1.10 How do top managers share their experience with employees regarding the innovation process?
- 1.11 What resources are often available to get new project ideas off the ground?
- 1.12 What type of additional rewards do individuals receive for their successful innovative projects, additional compensation for their ideas and efforts beyond the standard reward system?
- 1.13 What are the other options within the organisation for individuals to get financial support for their innovative projects and ideas?
- 1.14 How does the management treat individual risk-takers for their willingness to champion new projects?
- 1.15 How does the management react to success or failure of new projects?
- 1.16 How people are encouraged to take calculated risks with new ideas?
- 1.17 What is the management attitude towards the term "risk-taker"? Is it considered a positive or a negative attribute for people in my work area?
- 1.18 Does this organisation support small and experimental projects realising that some will undoubtedly fail? Why?
- 1.19 Why does the management often give a free time to a worker with a good idea to develop that idea?
- 1.20 How strong is the desire amongst people in the organisation for generating new ideas without regard to crossing departmental or functional boundaries?
- 1.21 How does the management encourage employees to talk to other employees in other departments of this organisation about ideas for new projects?

**2. *In your organisation do managers allow for work discretion, if they do how do they do this?***

**Clarifying prompts for the interviewer:**

2.1 What does make you feel that you are your own boss and do not have to double check all of your decisions?

2.2 What does happen when mistakes are made on the job? (Harsh criticism and punishment)

2.3 How does this organisation provide chances to be creative and try my own methods of doing the job?

2.4 How free are the employees to use their own judgement?

2.5 What are the chances provided by this organisation to do something that makes use of one's abilities?

2.6. Do you have the freedom to decide what you do on your job? If yes, can you give examples?

2.7 Whose responsibility is to decide how you job gets done?

2.8 Who does make decisions what you do on your job?

2.9 How much autonomy do you have on your job and are you left on your own to do your own work?

2.10 How often do you have to follow the same work methods or steps for doing your major tasks from day to day?

**3. *Does your company support corporate entrepreneurship through rewards/reinforcement? If they do how do they do this?***

**Clarifying prompts for the interviewer:**

3.1 How does your performance influence the rewards you receive upon your work?

3.2 How does the manager help you to make your job done?

3.3 Will your supervisor increase your job responsibilities if you are performing well in your job?

3.4 What kind of recognition will you receive from your supervisor if your work performance is especially good?

3.5 How often would your supervisor tell his boss if your work was outstanding?

3.6 What type of challenge is there in your job?

***4. Do you have adequate time and job flexibility to achieve work objectives? If yes how does your company support this?***

**Clarifying prompts for the interviewer:**

4.1 What was your work load during the past three months in terms of to spend time on developing new ideas?

4.2 How much time do you need to get everything done?

4.3 Do you have the right amount of time and work load to do everything well?

4.4 How is your job structured in order to have time to think about wider organisational problems?

4.5 What are the time constraints you are always working with on your job?

4.6 How often do you find time for long-term problem-solving with your co-workers?

*5. Does your company have a structure that encourages and supports corporate entrepreneurial activity? If yes, how does it support intrapreneurship?*

**Clarifying prompts for the interviewer:**

5.1 In the past three months, how often have you followed standard operating procedures or practices to do your major tasks?

5.2 What type of written rules and procedures exist for doing your major tasks?

5.3 How clear is your job description?

5.4 What kind of uncertainty do you face in your job?

5.5 How frequent your immediate supervisor discussed your work performance with you during the past three months?

5.6 How clearly does your job description specify the standards of performance on which your job is evaluated?

5.7 How clearly do you know what level of work performance is expected from you in terms of amount, quality, and timeliness of output?

**B.2:** The refined interview questions, as suggested by managers from the pilot case study

The questions from the CEAI have been summarised and grouped into the questions according to pyramid structure suitable for the semi-structured interviews are outlined:

Company Name: \_\_\_\_\_ Date: \_\_\_\_\_

Average Age	Males	Females

### **Management support**

**Main Question: In your opinion, does management support corporate entrepreneurship? If so, how is this done in your company?**

#### **Clarifying prompts for the interviewer:**

- How often do employees receive management support for the innovative ideas and activities?
- How does organisation encourage developing of one's own ideas for improvement of the corporation?
- How does the management recognise individual risk-takers?
- What is the management attitude towards the risk-takers?
- What type of rewards do individuals receive for their successful innovative projects, additional compensation for their ideas and efforts?



## **Work autonomy/discretion**

**Main Question: In your organisation do managers allow for work discretion, if they do how do they do this?**

### **Clarifying prompts for the interviewer:**

- What does make you feel that you are your own boss?
- What does happen when mistakes are made on the job?
- How free are the employees to use their own judgement and make their own decisions?
- How much autonomy do you have on your job?
- How often do you have to follow the same work methods or steps for doing your major tasks?

## **Rewards/Reinforcements**

**Main Question: Does your company support corporate entrepreneurship through rewards/reinforcement? If they do how do they do this?**

### **Clarification prompts for the interviewer**

- How does your performance influence the rewards you receive?
- Will your supervisor increase your work load if you are performing well in your job?
- What kind of recognition do you receive from your organisation?
- Would your supervisor tell his boss if your work is outstanding, and how would the supervisor inform his boss?

## **Time availability**

**Main Question: Do you have adequate time and job flexibility to achieve work objectives? If yes how does your company support this?**

### **Clarifying prompts for the interviewer:**

- a) What is your work load for the past three months?
- b) Do you have enough time to get everything done?
- c) What are the time constraints you are always facing with on your job to think about wider organisational problems?
- d) How often do you find time to solve problems with your co-workers?

## **Structure/Boundaries**

**Main Question: Does your company have a structure that encourages and supports corporate entrepreneurial activity? If yes, how does it support intrapreneurship?**

### **Clarifying prompts for the interviewer:**

- a) How often do you follow standard operating procedures or practices to do your major tasks?
- b) How clear is your job description?
- c) How frequent does your supervisor discuss your work performance?
- d) How clearly does your job description specify the standards of performance on which your job is evaluated?
- e) How clearly do you know what level of work performance is expected from you in terms of amount, quality and time?

### B.3: Main Interview Questions Translated from English to Arabic

Internal Factors	Questions	Translations
<b>Management Support</b>	<u>Main Question:</u> In your opinion, does management support corporate entrepreneurship? If so, how is this done in your company?	برأيك، هل تدعم الإدارة روح المبادرة لدى الشركات؟ إذا كان الأمر كذلك، كيف يتم ذلك في شركتك؟
<b>Work Autonomy/Discretion</b>	<u>Main Question:</u> In your organisation do managers allow for work discretion, if they do how do they do this?	إذا العمل، بتقدير المديرين يسمح مؤسستك في ذلك؟ يفعلون كيف يفعلون كانوا
<b>Rewards/Reinforcements</b>	<u>Main Question:</u> Does your company support corporate entrepreneurship through rewards/reinforcement? If they do how do they do this?	من للشركات المبادرة روح شركتك تدعم هل كيف يفعلون كانوا إذا التعزيز؟ / المكافآت خلال ذلك؟ يفعلون
<b>Time Availability</b>	<u>Main Question:</u> Do you have adequate time and job flexibility to achieve work objectives? If yes how does your company support this?	الوظيفية والمرونة الكافي الوقت لديك هل بنعم الإجابة كانت إذا العمل؟ أهداف لتحقيق هذا؟ شركتك تدعم كيف
<b>Structure/Boundaries</b>	<u>Main Question:</u> Does your company have a structure that encourages and supports corporate entrepreneurial activity? If yes, how does it support intrapreneurship?	النشاط ويدعم يشجع هيكل شركتك لدى هل كيف بنعم، الإجابة كانت إذا للشركات؟ الريادي الداخلية؟ المبادرة روح تدعم أنها

## Appendix C: Transcripts of middle managers' interview from the pilot case study

### C.1: Printed Text

Main questions asked and answers given	Open-ended questions with richer responses
<p>Q1. In your opinion, does management support corporate entrepreneurship? If so, how is this done in your company?</p> <p><u>Answer:</u></p> <p>Manager X1: Yes, most all the time</p> <p>Manager X2: Not always</p> <p>Manager X3: Only support related to sales.</p>	<p>Q1a. How often do employees receive management support for the innovative ideas and activities?</p> <p>X1: Generally, management encourages us for innovation. They try to maintain climate of family. We can receive support every time we can suggest something new. Management is always open to listen and discuss our ideas.</p> <p>X2: Management is not really interested in new ideas. Support is provided only to unique ideas and not always. They are more interested if the work is fulfilled.</p> <p>X3: Management supports mainly ideas related to sales. On weekly bases during meetings they ask us what we learned from customers and how we can improve our sales.</p> <p>Q1b. How does organisation encourage developing of one's own ideas for improvement of the corporation?</p> <p>X1: We have workshops and training is provided every six months. Management follows up outcomes and work closely with those employees who is more proactive.</p> <p>X2: Innovation is very limited. Sometimes new ideas regarding advertising could be encouraged through brainstorming sessions. Ideas are limited due to culture.</p> <p>X3: Innovative ideas mainly based on feedback received from customers. We need to analyse complains and create new approaches to resolve problems or customers dissatisfaction.</p> <p>Q1c. How does the management recognise individual risk-takers?</p> <p>X1: We do not have individual risk-takers. It's not allowed to take risk without management consent.</p> <p>X2: Basically, no risk is allowed. But sometimes when we need to take risk or urgent decisions, and if it works out well</p>

	<p>then management can be happy but still asking to inform them first.</p> <p>X3: No one wants to take risk on individual basis. We always ask our senior management about any kind of decisions related to sales because sometimes it is very sensitive issue.</p> <p>Q1d. What is the management attitude towards the risk-takers?</p> <p>X1: Very careful. As I said if the management is not informed beforehand, we may end up sitting at home.</p> <p>X2: Yes and no. Generally, they do not like risk-takers but if someone can prove success then may be management will allow them to act more independently.</p> <p>X3: They just want us to do what we need to do. Once I have been told that nobody asks you to think just do what you are hired for.</p> <p>Q1e. What type of rewards do individuals receive for their successful innovative projects, additional compensation for their ideas and efforts?</p> <p>X1: We can be promoted and given a certain degree to work and act independently. Pictures on the wall, or to share the success during general meetings, sometimes pay raise.</p> <p>X2: Difficult to say...sometimes even no words 'thank you'. Management always says that it is our job and what we are paid for.</p> <p>X3: Monetary rewards and incentives are more common if we meet management expectations of sales volume.</p>
<p>Q2. In your organisation do managers allow for work discretion, if they do how do they do this?</p> <p><u>Answer:</u></p> <p>Manager X1: They do till certain extent. Reporting is not always necessary. No immediate firing for mistakes.</p> <p>Manager X2: Not really. Work is assigned by management. They give employees discretion on 50/50 basis.</p> <p>Manager X3: Sometimes, yes. Management expects 100%</p>	<p>Q2a. What does make you feel that you are your own boss?</p> <p>X1: In job description is written what I have to do. Reporting is not always required but when there are serious issues I need to ask my senior manager what we need to do. I can say my opinion freely. However, everybody needs to adhere to rules and risky issues are assessed by the top management.</p> <p>X2: Work autonomy is on 50/50 basis. Management succeeded to create a climate of family where everybody is respected and can express themselves. I feel that there is no</p>

<p>compliance with rules and regulations. Discretion 50/50. Difficult to realise personal abilities.</p>	<p>realisation for one's abilities. I can take my own decisions, but they need to be approved by the top manager.</p> <p>X3: Rules and regulations are very important. If any risk occurs, we need immediately report to managers. I can make my own decisions only concerning minor issues. If something goes wrong an employee can be fired after 3 warnings, so young and new employees do not like to stay for long.</p> <p>Q2b. What does happen when mistakes are made on the job?</p> <p>X1: Management still gives chance to learn from mistakes. There is a respect for human being and understanding that we all can make mistakes. It is very important if we can correct them and learn our lessons.</p> <p>X2: There is some tolerance but if an employee continues to make mistakes may result in firing or lower position.</p> <p>X3: It is preferred not to make mistakes. Usually after 3 warnings an employee faces unpleasant consequences as firing. This is very harsh on those who are under probation period or young employees, but those who have worked for many years, the management can be less harsh and tolerate some mistakes.</p> <p>Q2c. How free are the employees to use their own judgement and make their own decisions?</p> <p>X1: It depends on the project and the degree of risk bearing. I can make my own judgements but need to inform about them the top management.</p> <p>X2: Not free really. All should be agreed and approved by senior manager. Especially related to advertising and promotions we need to be extra careful working in Muslim state and multinational culture.</p> <p>X3: All depends on circumstances. In sales we need to be flexible and normally we do not have much time to run to the top management unless very serious issues.</p> <p>Q2d. How much autonomy do you have on your job?</p> <p>X1: As a project manager I have the right to fire and hire people suitable for a project, to for teams. But still need the</p>
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	<p>approval from the top management, which usually is just to inform them.</p> <p>X2: I can start an advertising campaign only after the manager's approval. We decide together what kind of advert to pilot and what we need to inform our customers about, and how to reach our customers. I have freedom to propose design but it's up to them to approve or not.</p> <p>X3: Not much but the top management is mainly interested in meeting targets and sales volume as well as what has been achieved.</p> <p>Q2e. How often do you have to follow the same work methods or steps for doing your major tasks?</p> <p>X1: All the time. In project management we handle things sequentially especially for large projects. During production process when clients are involved we mainly focus on feedback. Many projects have their time and scale.</p> <p>X2: Methods tested by time are very efficient in UAE environment. Company does not like to experiment as it's too risky. Sometimes we use best practice methods.</p> <p>X3: It's difficult to decide what method is more efficient to reach out a customer. Sometimes emails do not guarantee that the prospect read them, and then we try to reach them by phone. Usually after 3 trials I label them as 'follow up later'. It's important not to annoy customers with the persistence.</p>
<p>Q3. Does your company support corporate entrepreneurship through rewards/reinforcement? If they do how do they do this?</p> <p><u>Answer:</u></p> <p>Manager X1: Yes, there is a reward system.</p> <p>Manager X2: Yes.</p> <p>Manager X3: Yes, bonus system and salary increase.</p>	<p>Q3a. How does your performance influence the rewards you receive?</p> <p>X1: It depends on the nature of the project. Usually rewards and incentives are equal to revenue. Monetary rewards are given quarterly and annually if I meet targets and project objectives.</p> <p>X2: If my performance contributes to total growth of the business. Establish and reinforce relationship with customers. Gifts, letters of appreciation, bonus and salary increase if traditional marketing channels are used effectively along with digital platforms.</p> <p>X3: Rewards play a big motivation role. We can receive allowance and discounts for products, gifts, reserved parking, lunch hours' vouchers.</p>

	<p>Q3b. Will your supervisor increase your work load if you are performing well in your job?</p> <p>X1: Yes, especially if the work done well and all targets are met. Every time the top management expects us to learn and use new tools for projects which affects the workload. If project has some changes workload increases.</p> <p>X2: Workload is mainly related to increase of customer engagement and effectiveness of communication channels. Learn and use various software as AtTask and Agile.</p> <p>X3: Deadlines become very tight. New software introduced to manage customer relationship and updates. Very important to hit new goals. Lots of telephone calls. Too many small details create a huge workload.</p> <p>Q3c. What kind of recognition do you receive from your organisation?</p> <p>X1: Global reward, president's recognition, preferred parking, medical allowance, bonus.</p> <p>X2: Gifts, letters of appreciation, flowers for birthday, parking, vouchers for 2-3 days to spend in five-star hotel.</p> <p>X3: Pictures on the wall, appreciation during general meeting, parking, incentives</p> <p>Q3d. Would your supervisors tell his boss if your work is outstanding, and how would the supervisor inform his boss?</p> <p>X1: Yes, monthly work appraisal. In top management team meetings.</p> <p>X2: Yes, he tells about my achievements on current project, extra time and new upcoming projects they want to involve me.</p> <p>X3: Yes, he informs that I work under the time pressure, effectively covering shortage of sales people, positive feedback from customers. Usually this is discussed during the top management meetings.</p>
<p>Q4. Do you have adequate time and job flexibility to achieve work objectives? If yes how does your company support this?</p> <p><u>Answer:</u></p> <p>Manager X1: Yes. Office time is flexible. I can come and go</p>	<p>Q4a. What is your work load for the past three months?</p> <p>X1: Generally, the same workload. But flexible work hours allow distributing workload and hours at the office according to my preference. I can sit in the office till late if</p>



<p>whenever I want.</p> <p>Manager X2: Yes, time and workload are somewhat balanced.</p> <p>Manager X3: Time is fair.</p>	<p>needed.</p> <p>X2: Probably for 30%. But sometimes no time for toilet or to eat. If before there were days when I could read news on Internet or talk to friends now no time for all this.</p> <p>X3: Company does not support in any ways workload/hours. Workload increased may be 50%, senior managers monitor if targets achieved within the timeframe.</p> <p>Q4b. Do you have enough time to get everything done?</p> <p>X1: Yes, as some tasks are delegated for other team members.</p> <p>X2: During the week it's possible to achieve job objectives.</p> <p>X3: Time is fair, but sometimes I need extra hours or weekends to get the job done.</p> <p>Q4c. What are the time constraints you are always facing with on your job to think about wider organisational problems?</p> <p>X1: I mainly focus on my job objectives. There are other employees who work on organisational problems. HR staff for example.</p> <p>X2: Time constraints related to deliver products to customers. This relates to the quality of the marketing workforce and how timely we can reach target customers.</p> <p>X3: No time to think about organisational problems. All time is devoted to training, self-improvement, learning new software. I also involved in coaching new sales people not only how to sell but effective approach for selling products.</p> <p>Q4d. How often do you find time to solve problems with your co-workers?</p> <p>X1: We use systematic approach to solve problems. If a problem is small it requires less time, but big problems sometime take days.</p> <p>X2: Once a problem appears I need to solve it and it does not matter how busy I am because without problem-solving there is no way to move to the next stage.</p> <p>X3: Daily discipline and consistency in identifying and solving problems are essential. Every day I allocate my time to find solution for problems and teach personnel how to</p>
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	deal with it in future.
<p>Q5. Does your company have a structure that encourages and supports corporate entrepreneurial activity? If yes, how does it support intrapreneurship?</p> <p><u>Answer:</u></p> <p>Manager X1: To some extent, yes.</p> <p>Manager X2: Not sure, but probably yes.</p> <p>Manager X3: Yes.</p>	<p>Q5a. How often do you follow standard operating procedures or practices to do your major tasks?</p> <p>X1: Always. They are established by the top management and everybody should follow the standard.</p> <p>X2: All the time. No rule bending is allowed. Very strict.</p> <p>X3: The standards are set by the senior management and we need to comply with it.</p> <p>Q5b. How clear is your job description?</p> <p>X1: Very clear. Tasks are well understood.</p> <p>X2: Very clear and common with other marketing managers.</p> <p>X3: Presented in a practical and very clear format: meeting sales targets, budgeting, three times a year business review.</p> <p>Q5c. How frequently does your supervisor discuss your work performance?</p> <p>X1: Long-term projects every 60 days to discuss if any defects are found, whether it is with the time frame and budget. If short-term then on weekly basis.</p> <p>X2: On quarterly basis for website traffic. In terms of lead volume and quality every six months.</p> <p>X3: There is a KPI system which updates automatically. But on face-to-face basis once a week usually at the beginning of a new week in morning meetings.</p> <p>Q5d. How clearly does your job description specify the standards of performance on which your job is evaluated?</p> <p>X1: Basically, it is three dimensions: knowledge, competence and managing yourself which is evaluated according to levels A, B, C and D.</p> <p>X2: Very clear. Job description is available on HR webpage. Each factor is rated as 'outstanding', 'exceed expectation' and 'meet expectation'. Each factor is reviewed on face-to-face basis quarterly.</p> <p>X3: Very clear. For sales manager they use Management by Objectives method and focus on the goal accomplishment. Scale 1-10 is used to evaluate 16 criteria.</p>

	<p>Q5e. How clearly do you know what level of work performance is expected from you in terms of amount, quality and time?</p> <p>X1: My senior manager and I we set together the goals, track them regularly in terms of quality and time. I regularly communicate challenges which I face which can possibly stop my progress.</p> <p>X2: This is discussed during departmental and general meetings. The benchmark is slightly lower for young and unexperienced employees, and higher for those with extensive years of experience. Goals and progress is constantly communicated.</p> <p>X3: I know what knowledge, skills and experience I have and what I need to develop for better work performance. This is normally discussed with my manager. Linking my critical competences with goals achievement.</p>
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## C.2: Handwritten field notes

① Support the do listen to us we share, feedback. Govern. encourage new Ideas up to technology, training opportunity to prove ourselves. Not opened to risk, used to do they can't afford ~~that~~ that step to fail process. Some project phone application for our departments. To help guests to come to UAE. Communication mainly ask work what need to be delivered. Project-participant & manager. Direct manager share ideas; higher managers encourage by training every 2 months. For all employees.

② Org. has tolerance. If mistake affects reputation of company very



I'm confident at my work, manager trust, deliverables & results exceed expectations. Once manager trust you in your methods...

Depends on level of mistake/warning. cost deduction (HR), we do have freedom & share with managers.

Sometimes they agree or disagree to prove who is right. Don't use 100% of abilities at work, 100% dedication. His experience how to decide his job done with some instructions from manager.

Vary methods, change, depends on task. (VIP looking at last minute very special stuff, today at night tomorrow morning "sky dive", went to manager to speak personally)

3) He shares tasks effectively. But push over limit



① Encourage for innovation, improve sale x (limited time)

Bank

not always; only limited. assign work. not flexible; risk → managers very strict rules

Reem: office time is flexible go & come when I want, reporting is not imposed. no rules' heading. compliance training.

Risk: Not allowed; go to management even 50/50. Not innovation (go x work)



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multitasking  
2) <sup>Reem</sup> Discretion 50/50 (work, orders  
but need to know what  
achieved & target how far  
respect of human being for mistake  
don't kick out; not to fire but  
to choose position; to realise abilities  
<sup>encourage; feed back; say  
option freely.</sup>  
Bank  
warnings; kind of family; the new  
don't want to stay for long (3 warning)  
all the same: local or not)  
no realisation of abilities; so  
what you ought to do. No work  
thank you [30 years of bank old cannot  
company - account - employees account  
for local



3) Team: all support, monitor outcome, asking how to help you to work better. Rewards, global award - president recognition (gift (product), email flower birthday) allowance & discount for product, gifts products.

Bank: every year bonus; salary every 2-3 years; managers talk how good employee are.



4) time is fair (Reem) Nawoo  
the work <sup>load</sup> & time is balanced  
to finish everything.

5) very common with other  
HR; job description major  
task understand clearly  
Reem; weekly briefing or  
brainstorming (or 3 times a  
year business  
review, budget)  
asking sometimes if happy at work.

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<sup>part</sup> Culture  
1) limited products; don't have  
Islamic; have some dress code  
Reem; don't allow penetrate (drink  
alcohol, gifts from wife (west style))  
But take care of local culture  
customers.



2) Different cultural background are balanced; don't talk politic; religion)

Bank; respect but prefer to talk more in local national culture

5) Cultural diversity helps for entrepreneurial spirit to get ideas; got inspired how to approach customers. We adapt generate tools to satisfy customers.

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## Appendix D: Sample of Jotting

### Emirates Home

**Missing:** Type of the company; number of employees; number of successful projects; age of the company; branches

Observation:

When I entered first time to the office it impressed me with the beautiful opened layout. However, people look somewhat isolated and not communicating much with each other typing on computers and making phone calls. Despite the fixed appointment the manager was late, and I was admitted into his office after some time when he resolved the urgent issues with his employees.

### Sherwood

**Missing:** Type of the company; number of employees; number of successful projects; age of the company; branches

Observation:

The meeting was scheduled with the marketing director who represents the middle-level management. The communication was established via emails, and the marketing director always accurately replied to my emails. He was really willing to meet me and explained that the rest of the managers are busy and cannot see me on that day. I was greeted by a receptionist who immediately offered tea/coffee. The office is located upstairs so visitors cannot really see employees and to feel atmosphere in the office. Questionnaires were sent beforehand.

### Aujan Coca-Cola

**Missing:** Type of the company; number of employees; number of successful projects; age of the company; branches

**Observation:**

The meeting was with the Vice-CEO in HR department. All the necessary formalities were organised by a secretary. Office is located in one of the prestigious buildings and has an excellent layout. I was met and greeted by a secretary and it did not take long to be admitted to the office of the Vice. Employees are extremely busy but not stressed. Transparent partitions and doors made of plastic glass that allows seeing everything what is going on the vast spacious territory of the office. The discussion was held in a warm friendly atmosphere.

## **Appendix E: Interview Guide**

### **Influence of Internal Factors on Middle Managers' Entrepreneurial Behaviour**

Source: developed from Ritchie and Lewis (2003)

#### **Objectives:**

- To explore internal factors in detail
- To explore influence of both cultures national and organisational on middle managers' behaviour
- To determine factors which have greater influence on managers' behaviour
- To gather reflections of middle managers' experience
- To describe reflections of managers' experience in details
- To explore and describe how managers see addressing the balance between two types of strategic entrepreneurial behaviour.

#### **Introduction:**

- Introduce the topic, purpose of the research, confidentiality, timing

#### **Present circumstances:**

- Setting (where interview took place)
- Participants (age, nationality, experience in industry)
- Company size
- Process of Corporate Entrepreneurship (in which field company operates)
- Industry (level of competition)

#### **Internal Factors**

*To encourage detailed coverage of internal factors' influence on managers' behaviour. To transcribe each internal factor's description and influence separately.*

## Appendix F: Excerpts from Excel spreadsheet

### Appendix F.1: Managers A1, A2 and A3 Responses to Interview Questions: Organised by Company

Questions	A1 - Project Manager	A2 - Marketing Manager	A3 - Sales Manager
Innovative ideas and activities are encouraged and supported	The company always expects more. For example, once a specialist in one area becomes very good, the management moves him/her to another harder and more challenging area. Social involvement of the company: to engage with customers. First it didn't work, but now it really helps in everyday business activity.	We conduct weekly meetings with employees and discuss with them how to improve the company's market position. We welcome opinion of everyone to discuss such issues as labelling the company cars, discount packages with Dubizzle. Middle management is always on our side. Innovation is coming from down to top.	The training process is very important as most of the employees don't have real estate education and are not familiar with the UAE real estate legislation system. Employees don't understand how much the training cost for the company and it creates some sort of problems when fully trained employee leaves the company for another one. The low-level management has more innovative ideas related to the market, even more than the top management.
Risk-taking	Risk-taking should be discussed and approved by top management.	Our risk is supported till certain extent.	Risk-taking till certain extent. Risk is discussed with top management.
Rewards for innovative ideas	We do have lots of rewards and recognition. Generally, rewards motivate us.	We debate a lot whether to have a segregated or an opened area of expertise for the employees in terms of different sorts of property, specific requirements of the districts and customers, as well as sell vs rent. Some employees are rewarded if their proposals work.	Sometimes bonus increase if the ideas works. Weekend holiday package to the hotel resort.
Freedom for decision-making	Choice of behaviour much depends on geography of the business. And the freedom of decisions drives most by matured and long-serving employees.	In order not to be blamed we go together with the middle management to discuss the risky issues with top management.	The top management is always on the consistent planning side of what involves innovation and creativity. It is not spontaneous.
Tolerance for mistakes	Regarding discretion one example: during the presentation of the new development, I said a wrong for the local culture phrase "Heart of Dubai". The project was almost declined by the investors because of it creates a huge level of dissatisfaction. Later in the office I was talked off by the top management internally.	Tolerance for mistakes is based on organisational culture which is based on ethical principle that as individuals we are free to do and talk what is not contradicting the ethics of individuals from different cultural and religious backgrounds.	Tolerance for mistakes depends on the problem it creates. No mistakes that disappoint investors are allowed.
Rewards on performance	Different privileges such as parking lots, use of SPA for ladies and Gym for men, iPad.	Our payment is based on 80% on commission.	Employees are working on commission basis and require a lot of training.
Company's recognition	Monthly recognitions are about "the best employee of the month".	Our employees are specialising on the particular area of the city so eventually they become experts of the property in the particular district.	Letters of appreciation, gifts, congratulation during general meetings.
Time for innovation	Sometimes time is very tight. At times it takes up to 3 months to finish a deal or project. But it depends on individual level not management. However, we all require showing up in the office for a few hours.	The company doesn't feel the need to control the employee. We use time as we want as there are many meetings outside the office hours.	We don't force them to work within the structured organisational frame. It means that the employees have the right to use their time as they see it fits because very often they meet clients outside the office hours to conclude or discuss the deal.

Structural operating procedures	Structure is a bit rigid.	Structure is inflexible and no rule bending.	We try to create and keep the structure of the organisation but not dictatorship. In these terms the flexibility of the company is limited as it has a pattern: it is difficult to retain market position without planning and consistency.
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### Excerpt from Excel spreadsheet

#### Appendix F.2: Managers B1, B2 and B3 Responses to Interview Questions: Organised by Company

Questions	B1 - Project Manager	B2 - Marketing Manager	B3 - Sales Manager
Innovative ideas and activities are encouraged and supported	Management supports corporate entrepreneurship with open communication of creative ideas at different levels, encouraging new ideas at a condition to be accompanied by a clear implementation plan.	If management agrees on the new ideas, they will be adopted and regularly assessed as how far it is serving the general purpose of the organisation. Company uses the improved methods on day-to-day basis. The level of top management awareness of one's innovative ideas and suggestions is very high.	Employees receive management support for their innovative activities on daily basis such as morning meetings and daily follow-ups with management. Top management closely sharing its experience with employees. Extra training is provided to employees. Once ideas are approved by top management fund are allocated and necessary information is provided.
Risk-taking	Nobody is called as individual risk-taker in our company. Any risk-taking should be approved by the management and in these terms, it becomes a company risk. However, people are encouraged to take a calculated risk with new ideas.	Risk-taking itself creates a positive attitude of the management, but it should be assessed carefully and cannot be taken unless approved by the top management.	Without risk there is a little growth. There is the risk committee to assess risk; the desire amongst employees to take individual risk is very low.
Rewards for innovative ideas	Bonus system is implemented by the management; various letters of appreciation.	Company uses its own funds for those purposes.	Promotion is once a year; twice a year evaluation of new ideas; recognition of employees' efforts by providing help if needed in some situations.
Freedom for decision-making	The company uses all the time-improved work methods that are developed by employees because employees help establish goals initially and building a positive atmosphere. The company believes that a more productive work environment could be achieved when staff is engaged in decision-making process.	After agreeing on the general approaches with the management and limits, each senior employee can implement his decisions and ideas without coming back to the management, respecting the internal required compliances of the company. However, the senior management never encourages employees to bend the rules.	Middle managers can make decisions on operational level, but on strategical level CEO. Middle managers have 100% of work autonomy.
Tolerance for mistakes	The company still supports small projects knowing that they might fail. But this is sometimes the only way to explore new business opportunities.	No rule bending; no individual risk-takers; calculated risk-taking; company risk vs individual risk.	Middle managers take decisions on operational level; risk taking creates positive attitude; tolerance for failed projects.
Rewards on performance	The company encourage proactive employees as it affects running of the business from positive perspective and helps employees grow in the company.	Promotion is once a year. Twice a year there is evaluation of how often the employee creates ideas and implements them after management approval.	Bonus system; various letters of appreciation; Recognition during general meetings and promotion.

Company's recognition	Within company's units everyone can make use of one's ideas and be recognised for it in general meetings and promotions.	Company recognises efforts of its employees. For example, some employees or their family members require urgent medical help which is very expensive. The company is ready to cover it at its own account. A daughter of one of our employee needed a complicated and expensive surgery on her hip. The company organised visa, hospital and covered all expenses.	Some of the company's business units operate in very poor regions and employees of those regions have no money to afford expensive treatment or education.
Time for innovation	80% of time spent for developing new ideas. Time limits for projects.	The time is enough to do everything well. Sometimes under a very big pressure to accomplish certain tasks.	No time to think about anything.
Structural operating procedures	Employees should respect rules, regulations and procedures. Requires respect for internal compliances.	Middle managers are evaluated by the CEO on a yearly basis. It is a family-run business with the history of 250 years. Top management assessed new ideas if they serve purpose of the company.	Nothing can proceed without the approval of the owner/CEO. - Risk committee; very centralised; CEO evaluates managers. Rules and regulations should be respected.

### Excerpt from Excel spreadsheet

#### Appendix F.3: Managers C1, C2 and C3 Responses to Interview Questions: Organised by Company

Questions	C1 - Project Manager	C2 - Marketing Manager	C3 - Sales Manager
Innovative ideas and activities are encouraged and supported	Management supports corporate entrepreneurship. However, it is not on structure basis but more localised. Training is available but needs to take initiative to progress. Senior management cascades down encouraging showing creative ideas. Middle managers can stop or promote ideas.	Global way of work encounters some problems. The company encourages employees to develop ideas for work improvement, but it has to be very thoughtful as local culture should be considered.	The development of entrepreneurial ideas is rather encouraged informally than formally. HR programme has creative ideas for example, to take employees for weekends somewhere to spend time together outside the office. However, it doesn't have a drive for those ideas.
Risk-taking	Risk is not encouraged. Risk can be taken till certain degree.	On individual level risk is not encouraged in terms to do the way an employee thinks.	Estimated risk and the boundaries of risk-taking are not defined by junior management.
Rewards for innovative ideas	All employees on salary basis.	All employees on salary basis.	All employees on salary basis.
Freedom for decision-making	Delegation of authority expands boundaries but quite a bit of freedom.	Key thinking – innovation and creativity and willingness to change. Decision taking is based on experience.	Need to get an approval not necessary from the top but within the system; even junior managers can sign contracts.
Tolerance for mistakes	Success rate for every project is out of three expected to win 1. The projects tend to replicate each other: same country, same industry which helps to achieve rate of winning 2 out of three. The nature of the risk can differ geographically from country to country: some of them have ongoing military activities; some are torn by political disagreements.	Company's environment encourages confessing one's mistake, however, culture reflects on hiding mistakes. New solutions for clients are acceptable.	Tolerance for mistakes can be described as yes and no. They look at how serious is mistake and its impact. Why the mistake was made and what the company can learn from mistakes.
Rewards on performance	There is no way to grow in career. In many cases of progression employees need to leave to pursue their career.	Have mainly discretionary bonus for extra hours or keeping customers happy. Depends on the position.	Monetary vouchers



Company's recognition	Recognition works sometimes within the office.	They put pictures on the wall, letters of appreciation during the company meetings and amongst peer meetings. Employees are happy but in the short term.	Pictures on the wall, letters of appreciation during the company meetings. Birthday cake cutting; baby showers; farewell gifts.
Time for innovation	The work load is 40hrs/week but does not correspond to time like personal performance. Jobs by performance.	Time constraint does not affect quality of work because people prioritise more quantity than quality.	Time is not a problem; overtime is appreciated to finish the routine office work. Time is monitored basically amongst low-skilled labour but not managers or business developers.
Structural operating procedures	The company involves local and global service providers. Local project (provider) set 3-4 members as a team who sits in a room with global provider trying to connect global service provider with local provider. There are certain difficulties in changing global standards and to apply them to local context. Service received from local provider goes to India, Africa and Middle East.	Crazy idea may work locally but is not consistent with global standards. This can be sort of demoralising for the local people. The company tends to work in silos. Dual chain of command. They tried to make it flat, but company does not encourage it, and people in more cases do not like it. Matrix structure struggles when goes abroad. Speed of change is driven by centre HQ top-down.	Organisational boundaries are very defined. There are procedures but not well placed: disciplining people, job description and expectations. It does not always work. You need to tell people how to do the job and the type of job. Policy creates too many rules and procedures

### Excerpt from Excel spreadsheet

#### Appendix F.4: Managers D1, D2 and D3 Responses to Interview Questions: Organised by Company

Questions	D1 - Project Manager	D2 - Marketing Manager	D3 - Sales Manager
Innovative ideas and activities are encouraged and supported	Management supports innovative ideas and encourages employees to share them amongst each other and give feedback. New ideas related to technology are largely supported, and the management provides training and support for how to identify business opportunities. The recent example of innovation can be referred to some projects with a new phone application for the company's departments. This application facilitates guests' visit and staying in the UAE. Ideas, which employee shares with management are never discarded. Developing innovative ideas is encouraged throughout the company.	New ideas are welcome to express and share. Managers listen to ideas of every employee. Communication is mainly about the work and what has to be delivered. There is a direct and open way of communication project – participant – manager. Direct manager shares his ideas, which are discussed and given feedback. Top management encourages professional training every two months, and this is available for all employees. Middle managers are given certain flexibility to employees: to express their ideas and not to be afraid to share those, empowering employees.	Development of innovative ideas is encouraged throughout the company. Bringing skilled managers like HR, Financial and Administrative helps to develop and then to exchange new ideas amongst employees and managers. Encourage new ideas for technology, training to identify opportunities and to prove ourselves.
Risk-taking	Depends on sensitivity of a task.	Not open to risk.	Company can't afford to fail process.
Rewards for innovative ideas	Got appreciated in various ways: promotions, financial rewards; this can change work type totally.	If results exceed expectations.	Reward for innovative methods of work.
Freedom for decision-making	Depends on experience and task it is not necessary always to check with the manager or get his approval. But sometimes it goes hierarchically that middle manager seeks an approval from the top level. If it is a routine task then no need to check with the boss, but sometimes the decision-making requires higher authority to take it.	Depends on experience but follows managers' instructions. The manager's experience is counted. For instance, a new manager may not know abilities of all employees. The managers with 10-15 years of experience can easily pinpoint abilities of employees and give them diverse tasks and support their activities.	Depends on a task. Speaking about the commercial division I remember a story that one of the employees was in a country as a commercial manager. Then he sent an email to the head office saying that the project should go to the construction department. The proposal turned out to be very successful, it was airport in Croatia. The employee was

			appreciated and now works as a senior manager in the company's office in that country. Another example of how employees use their own judgement. An office boy found a case of very important documents in one of the offices during cleaning. The case belonged to one of the highest authority. He took photocopies and handled them to the chairman himself. This helped to avoid loss of 5mln dirhams.
Tolerance for mistakes	Depends on the severity of a mistake and what impact it has made on the company business. If mistake affects reputation of the company or financial loss then the punishment will take place: warnings, cost deduction.	If mistake affects reputation of the company or financial loss then the punishment will take place: warnings, cost deduction.	The chairman introduced 'whistle policy' that anyone who has problems or concerns is free to come and express oneself directly the chairman.
Rewards on performance	Rewards depend on profitable aspect of each project. Profitability of each project. Yearly bonus and increments on percentage basis.	Good feedback and salary increase. Higher positions offered. Anything related to the profit, promotional task fulfilled get promotion, and bonus.	Performance appraisal every 6 month.
Company's recognition	Very high if entrepreneurial initiatives bring profit. The most profitable division is in construction group. They increase yearly bonus. For instance, licensing cost with government 10000 if I succeed to reduce will be appreciated.	Employees are get company's recognition for use 100% of one's abilities, and 100% work dedication. Points to be evaluated and depend on the task. Some tasks can take you to higher level. Anything related to the profit, promotional task fulfilled get promotion, and bonus.	Discuss with manager what has been done. Agreed and sign papers.
Time for innovation	During the past three months, work load is increased, limited time to think about innovation. Last three months do not allow to do some tasks and at this point level of creativity is decreased. Work load got increased as they trust you more, give more work load.	Limited time for creativity. However, time is not a constraint. Extra time at home and laptops. There is big difference between Arab culture and Western culture at work. If the management finds that an employee is creative and innovative, in Western culture they will try to reduce the work load and put him in the higher position but in Arab countries things going totally different work more and get more load. Sometime most of employees leave jobs without notification letter. During crises we feel it that job is uncertain.	Have no time to think about innovative ideas. Time is a problem for strict operational procedures. Some time constraints which cause many problems like mental issue, health issue etc. The one who works 10 hours needs have to get at least 1 hour to breathe.
Structural operating procedures	Standard and strict operational procedures. ISO requirements should be observed. Works should be done according to the task list. Too many rules and regulations. Rules are very clear what to do today tomorrow or even after one month.	Rules and procedures are clear. Work description is clear. Tasks, rules and regulations are clear.	Company consists of many divisions. HR programmes need to be more developed. Job is safe and secure especially for men.

### Excerpt from Excel spreadsheet

#### Appendix F.5: Managers E1, E2 and E3 Responses to Interview Questions: Organised by Company

Questions	E1 - Project Manager	E2 - Marketing Manager	E3 - Sales Manager
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Innovative ideas and activities are encouraged and supported	Managers provide proactive support to business units on a various range to promote innovative ideas. New ideas are shared and supported all throughout the company. Management uses the most updated system software “My Idea Hub” by means of which managers can look at the innovative ideas and comments giving reasons why the ideas can or cannot be implemented.	Free flow communication provides ideas sharing throughout the all levels of the company. “My Idea Hub” regularly revises novel ideas and provides comments and reasons on why an idea can or cannot be implemented.	Management provides financial support to any innovative ideas if they are accepted. Managers remove obstacles. Managers are actively involved into employment advisory and support. The company operates high-calibre training programmes and pays close attention to self-development and learning.
Risk-taking	The business has recently changed dynamic of risk: the company is engaged in many projects that are going on in high-risk countries. Failure gives chance to improve. Management is very generous with people who through failure bring new businesses to the company and giving chance to people to prove themselves again.	Risk-taking is closely monitored and assessed with alignment to business strategy. However, a risky decision was taken with relation to the local culture: management has removed shifts for Muslim prayer break which is 4-5 times. Most of employees consider it as a ‘very risky’ step. Corporate entrepreneurship initiatives depend on the geography of the product.	Strategic corporate decisions are taken by top management and undergo a careful planning process. The nature of risk can differ geographically from country to country: some of them have ongoing military activities, some are torn by political disagreements inside their country, and in other countries economy is very poor. All these issues are dealt with an individual approach and there is no one-size-fits-all. The company knows its competitors and the market, and it’s better to follow some rules and planning that can cushion from unnecessary risk.
Rewards for innovative ideas	Employees are rewarded on a systematic way. Staff tickets are available at any time. It is not only directors or project developers but line managers and low-level managers who are directly in contact with day-to-day business problems.	The company rewards employees in various ways: financial and non-financial. Usually top management sets up a meeting to nominate best employees from different departments. Good employees are not forgotten and can be nominated next time.	There are weekly and monthly reward programmes. Employees are rewarded for the quality of service and sales. Rewards may include gift cards, cash, and watches.
Freedom for decision-making	Decision-making is allowed only for the high management. Employees can interact and share their ideas but not to take decisions.	Restricted freedom. However, people are allowed to share their ideas, they cannot interact nor take decisions. Harsh criticism and restricted freedom provides the ground to scale the best abilities of employees.	Strategic corporate decisions are taken by top management and undergo a careful planning process.
Tolerance for mistakes	Failure gives chance to improve.	Management is very generous with people who through failure bring new businesses.	In saturated markets they follow more incremental innovation using properly planned system to avoid many pitfalls. In new markets the company may go for revolutionary products knowing that there is no or very little competition and the market is not saturated by similar products. Management fires “indifferent” people.
Rewards on performance	Monthly and weekly reward programme, gift cards, monetary, meetings to nominate best employees. Can vary from a watch to holidays with family.	Usually top management sets up a meeting to nominate best employees from different departments. Every month there is a meeting with the team leader and manager to appraise employees’ performance, to pinpoint strengths and weaknesses, and what he or she needs to concentrate on and what should be avoided.	Rewards usually happen during general meeting for best service, sales and innovative ideas if they work. Letters of appreciation, vouchers, gifts.

Company's recognition	Departmental and company recognition during meeting. I succeeded to reduce DEWA bills by stopping to waste water (600,000 Dhs). Rewards can vary from a new car, apartment or a trip with family during vacation (all paid by the company).	Management does not forget good employees.	Awards and rewards ceremonies. Company monitors results. Rewards are the big recognition and on weekly basis it includes award and reward ceremonies.
Time for innovation	Time is hard. Breaks are very short. Not enough time to finish things. There is no need for business developer to inform that he needs half of the day off the office as his meeting with important potential client falls on the working hours. Nobody will watch him.	Not enough time to finish workload. Extra time is not rewarded. Time is available from project to project. Usually top management does not control it, and all is judged by results not time. Seeking new partnership is always time consuming.	Time is monitored amongst low-level employees but not amongst business developers.
Structural operating procedures	The organisation is structured as matrix, and the roles are distributed amongst directors who are responsible for the certain units. Business Unit Director usually has an innovative idea from his department which should be directed to Executive Committee. Many rules and procedures. Clearly understood what is expected from each employee.	The company initiates big geographical projects which are coming from top and from down as well. Each month meeting with team leader. No uncertainty. The organisational structure consists of many units. Structure is hierarchical within the working unit.	There are many rules and procedures. Employees understand clearly what is expected from them. Difficult to report to different bosses. Organisation is structured in units. Properly planned system. Top-down innovative projects initiations.

### Excerpt from Excel spreadsheet

**Appendix F.6:** Within-Case Analysis: Summary of the Key Themes Emerging from Each Manager's Response (A1, A2 and A3)

Findings: Theory-Driven	A1 - Project Manager	A2 - Marketing Manager	A3 - Sales Manager
<i>Management Support</i>	Once a specialist in one area becomes very good, the management moves him/her to another harder and more challenging area.	Weekly meetings with employees. Welcome opinion of everyone. Middle management is always on our side.	Training process is very important. Training cost. Top management is ready to listen and to discuss.
<i>Work Autonomy/Discretion</i>	Employees have freedom to specialise in certain areas to become eventually experts. Risk-taking till certain extent. Risk is discussed with top management.	Company doesn't control employees' activity. Respect for cultural and religious background. Innovation is coming from down to top.	Discretion at work is closely watched, no mistakes that disappoint investors are allowed. Decision taking is mainly amongst experienced employees. Innovative ideas come from low-level management.
<i>Rewards/Reinforcements</i>	Have lots of rewards and recognition. Different privileges such as parking lots, use of SPA for ladies and Gym for men, iPads; monthly recognitions are about "The best employee of the month".	Discount packages; 80% on commission. Rewards for the proposals that work.	Commission basis. Bonus increase if the ideas work.
<i>Time Availability</i>	Time is very tight and takes almost 3 months to finish one project. Depends on individual ability to finish work. It is required to show up in the office for a few hours.	Employees use their time as they want.	Company doesn't control employees' office time.
<i>Structure/Boundaries</i>	Structure is rigid.	Lots of informal meetings to align goals with strategy. Top to down organisational structure.	Create and keep structure. Flexibility is limited. Planning and consistency.

<b>Findings: Data-Driven</b>			
<i>Planning and consistency</i>	The choice of the strategy is affected by the past experience.	We have lots of informal meetings to align goals with strategy.	The flexibility of the company is limited as it has a pattern: it is difficult to retain market position without planning and consistency.
<b>Findings: Critical Incident</b>	During the presentation of the new development, I said a wrong for the local culture phrase 'Heart of Dubai'		
<b>Conclusions from Within-Case Analysis</b>	The key element of entrepreneurial initiatives related to induced and autonomous behaviour is a fit between rigid organisational structure and freedom to make decisions within the areas of specialisation supported by the top management. Motivation by various rewards stimulates desire to develop new ideas and look for their accomplishment within given time frame.	Open communication and sharing of new ideas as well as respect for national culture is strongly supported by top management. Although development of new business ideas is corroborated by more time for creativity and numerous rewards and reinforcements, and freedom to fulfil one's job at their own discretion is supported by senior management, entrepreneurial activities are stymied by centralised organisational structure, rules and procedures that protect the firm from unneeded risk in inherently uncertain environment.	Given hostility of competition in the context of the UAE multinational environment and the paucity of business opportunities, the balance between induced and autonomous entrepreneurial behaviour manifests itself in terms of management support for entrepreneurial initiatives through sharing of ideas, top-notch training, flexible time, rewards for novel ideas if they work – and rigid centralised structure that uses conservative approach which is based on the past experience and emphasises on predictability, and denoted as planning and consistency.

### Excerpt from Excel spreadsheet

**Appendix F.7:** Within-Case Analysis: Summary of the Key Themes Emerging from Each Manager's Response (B1, B2 and B3)

<b>Findings: Theory-Driven</b>	<b>B1 - Project Manager</b>	<b>B2 - Marketing Manager</b>	<b>B3 - Sales Manager</b>
<i>Management Support</i>	Management supports corporate entrepreneurship and encourages innovative ideas at all levels.	Management awareness about innovative ideas is very high; daily support for innovative ideas; support proactive employees; helps employees to grow in the company.	Top management shares its experience with employees; extra training is provided.
<i>Work Autonomy/Discretion</i>	Management agrees on innovative ideas; middle managers have 100% autonomy; middle managers take decisions on operational level; risk-taking creates positive attitude; tolerance for failed projects.	No rule bending; no individual risk-takers; calculated risk-taking; company risk vs individual risk.	Ideas should be approved by top management; employees developing new work methods; employees are not willing to take risk.
<i>Rewards/Reinforcements</i>	Bonus system; various letters of appreciation.	Recognition during general meetings and promotion.	Promotion is once a year; twice a year evaluation of new ideas; recognition of employees' efforts by providing help if needed in some situations.
<i>Time Availability</i>	Time is not enough; it takes 80% of time to develop new projects.	No time to think about anything.	Very big time pressure.
<i>Structure/Boundaries</i>	Top management assessed new ideas if they serve purpose of the company; risk is assessed and approved by the top management; rules and regulations should be respected.	Family-run business; nothing can happen without approval of the CEO/owner: one man show; requires respect for internal compliances.	Risk committee; very centralised; CEO evaluates managers.
<b>Findings: Data – Driven</b>			
<i>Assessed and regulated</i>	Management encourages and	After top management's approval	Once ideas are approved by top

<i>innovation</i>	supports innovative ideas assessing them on a regular basis to ensure that they serve general purpose of the organisation.	middle managers can implement innovative ideas whilst complying with the company's regulations.	management, funds are allocated and necessary information is provided.
<b>Findings: Critical Incident</b>		Covering expensive medical help to employees' family members who operate in poor regions and cannot afford costly medical treatments	
<b>Conclusions from Within-Case Analysis</b>	Although top management promotes risk-taking positive attitude and continuous innovation amongst management and staff, risk aversion and preparedness to accept a degree of failure favours corporate entrepreneurship. Full autonomy on operational decisions, more time is spent on new projects and innovative ideas that should be approved by senior management. Time is sufficient to carry out the work in the best way possible. Respect all company rules and procedures.	Family business with a strict hierarchal regime where everything must be approved by the owner of the company. Although top management urges innovative thinking amongst employees, taking unnecessary risks is not encouraged. Time to assess new ideas is limited and discussed only at general meetings. Successful ideas can lead to promotions.	Working within a risk-averse corporate structure, considering senior managers' experience, and using improved work methods developed by employees. Evaluation and potential undertaking of new ideas happens twice a year and involves also training courses to maintain existing work practices. No autonomy to develop ideas from employees rather these are assessed by a Risk Committee. Being under pressure from time constraints and a yearly performance assessment by the company CEO.

### Excerpt from Excel spreadsheet

**Appendix F.8:** Within-Case Analysis: Summary of the Key Themes Emerging from Each Manager's Response (C1, C2 and C3)

<b>Findings: Theory-Driven</b>	<b>C1 - Project Manager</b>	<b>C2 - Marketing Manager</b>	<b>C3 - Sales Manager</b>
<i>Management Support</i>	Management supports CE; it encourages developing ideas for work improvement; entrepreneurial ideas are rather encouraged informally.	HR programmes have creative ideas but have no drive for those ideas; training is available but needs initiatives to progress.	Senior management cascades the innovative ideas; middle management can stop or promote those ideas; new solutions for customers are welcome.
<i>Work Autonomy/Discretion</i>	Risk is not encouraged; delegation of authority; a little of freedom; encourages confessing one's mistakes, but culture encourages its hiding.	Estimated risk; boundaries are not defined by junior management; decision-making is based on experience.	Decisions are taken by circumstances and depend on experience; new solutions for customers are acceptable.
<i>Rewards/Reinforcements</i>	There is no way to grow in career; recognition work within the company.	Pictures on the wall; letters of appreciation during meetings.	Monetary vouchers.
<i>Time Availability</i>	40 hours/week	Time constraint doesn't affect quality.	Overtime is appreciated; time monitored amongst low-level employees.
<i>Structure/Boundaries</i>	Organisational boundaries are very defined; procedures are not well placed. Need to explain people rules, job description, expectations.	Global and local standards; need to explain people how to do jobs; approval getting from within the system.	Work in silos; top-down; policy creates too many rules and regulations.
<b>Findings: Data – Driven</b>			
<i>Framed - by - standards innovation</i>	Innovation is more localised and experience difficulties to fit to global standards. Innovative ideas in global context encounter problems due to the local standards.	Innovative ideas may work locally but not consistent with global standards.	Innovative projects replicate each other: same country, same industry. This helps to fit innovation to the company's local and global standards.
<b>Findings: Critical Incident</b>	The dependence on unified system reaps the benefit to provide ICT services to 5,500 multinational companies across 180 countries worldwide. Highly qualified specialists support		

	recently launched global cloud-based solutions to Etisalat, Emirates and Etihad Airlines that helps fast growth and expansion of industries.		
<b>Conclusions from Within-Case Analysis</b>	Encourage the workforce by delegating some tasks and allowing some freedom to carry out those tasks under employees' own initiative, but strictly within company guidelines. Expecting employees to give honest feedback and to develop improvements in operating practices, but the work culture often means this is not the case. The results are lack of cooperation and ill-defined procedures. Need to constantly explain the expectations of the company to the employees and what their specific job roles entail.	Strangled by a non-communicative corporate structure. The company's staff policies are based on archaic non-financial reward systems and there is no real encouragement for HR to further develop staff training or incentives. Decisions making based on prior experience rather than inventive ideas and does not allow junior managers to step outside the framework of those decisions. Working to a range of local and global standards but without an organised training regime Manager C2 is called upon to explain the work involved.	Being employed by a fast-paced innovative company manager must take snap decisions based on the current circumstances at the time. Ideas come down from the senior management and are filtered by middle managers based on experience into feasible propositions that should ideally strengthen customer satisfaction. This top-down structure creates more policies and rules for employees to follow. A higher workload fosters the possibility of overtime and appreciated by top management.

### Excerpt from Excel spreadsheet

#### Appendix F.9: Within-Case Analysis: Summary of the Key Themes Emerging from Each Manager's Response (D1, D2 and D3)

<b>Findings: Theory-Driven</b>	<b>D1 - Project Manager</b>	<b>D2 - Marketing Manager</b>	<b>D3 - Sales Manager</b>
<i>Management Support</i>	Management supports innovative ideas and encourages employees to share them. New ideas related to technology are largely supported, training is provided to identify business opportunities. New ideas are never discarded.	New ideas are welcome to express and share; managers share their ideas; training provided every two months.	Development of new ideas is encouraged.
<i>Work Autonomy/Discretion</i>	Mistakes are well tolerated and depends on severity of a mistake; not always necessary to seek approval of the manager.	Manager's experience is counted for decision-making; during crisis there is uncertainty for jobs.	Employees use their own judgement.
<i>Rewards/Reinforcements</i>	Rewards depend on profitability of every project; yearly bonus.	Some tasks can take you to higher level; if promotional tasks are fulfilled get promotion and/or bonus.	Performance appraisal is every 6 months; employee was appreciated for innovative ideas and now works as a senior manager in another country.
<i>Time Availability</i>	Last 3 months difficult to do some tasks; creativity decreased.	In Arab countries work more and get more work load.	Time constraints cause mental and health issues.
<i>Structure/Boundaries</i>	Hierarchical; right people at the right place; operating under ISO standards; too many rules and regulations; rules are clear; job description is clear.	Low designation employee can express their ideas and concerns to the top manager; Tasks, rules and regulations are clear.	Whistle policy; everyone can express his problems to the chairman.
<b>Findings: Data – Driven</b>			
<i>Communication and Trust</i>	Management encourages employees to share their innovative ideas and gives their feedback. New ideas are never discarded which build trust amongst employees and managers.	New ideas are welcome to share and express. Managers share their ideas with employees and get feedback from them. Low designation employees can freely go to top management and express their concerns.	Development of new ideas is encouraged throughout the company and exchanged amongst employees and managers. Employees can express their opinion, give recommendations to management through the open way of communication and 'whistle policy'.
<b>Findings: Critical Incident</b>		Manager D2 says that he perceives himself as an entrepreneur when he trusts management and feels that	Then he sent an email to the head office saying that the project should go to the construction

		management supports employee's initiatives by motivating them and building confidence.	department. The proposal turned out to be very successful, it was airport in Croatia. The employee was appreciated and now works as a senior manager in the company's office in that country.
<b>Conclusions from Within-Case Analysis</b>	Well-appointed hierarchical structure that is open to new ideas from both the workforce and from management. Creativity on all levels is generally high until problems arise which results in a reduction of work impetus. Working in innovative forward-thinking environment, training helps to identify new business opportunities, and a reward scheme operates in direct proportion to the success of individual projects brought to the company. Procedures and job definitions are very specific, with a reasonable tolerance of minor mistakes.	Encouragement to pool new ideas with other managers, working collectively to develop ideas. Manager D2 has access to regular training and emphasis is placed on experience when it comes to decision-making. Manager D2 feels his position is insecure although promotion can be attained through the completion of selected projects. There is a generalised feeling amongst the staff that hard work is rewarded with a higher workload, however, all employees have the ability to voice their concerns directly to senior management.	All employees are being able to voice opinions direct to the company chairman, thus circumventing the conventional chain of reporting. Other factors causing staff stress include strictly enforced deadlines for completion of jobs. Performance appraisals are every six months, however, reward innovation at all levels and encourages all employees to use their initiative ideas to complete jobs. One employee was rewarded with promotion to a senior management position in an overseas office.

### Excerpt from Excel spreadsheet

**Appendix F.10:** Within-Case Analysis: Summary of the Key Themes Emerging from Each Manager's Response (E1, E2 and E3)

<b>Findings: Theory-Driven</b>	<b>E1 - Project Manager</b>	<b>E2 - Marketing Manager</b>	<b>E3 - Sales Manager</b>
<i>Management Support</i>	Managers provide proactive support to business units on a various range to promote innovative ideas; "My Idea Hub"	Free flow communication provides ideas sharing throughout the all levels of the company	Management provides financial support to any innovative ideas if they are accepted; high-calibre training programmes
<i>Work Autonomy/Discretion</i>	Decision-making process is allowed only for the top management. Employees can interact and share their ideas but not to take decision; Failure gives chance to improve	Risk-taking is closely monitored and assessed with alignment to business strategy; Harsh criticism and restricted freedom	Strategic corporate decisions are taken by top management and undergo a careful planning process; to follow some rules and planning that can cushion from unnecessary risk
<i>Rewards/Reinforcements</i>	Employees are rewarded on a systematic way; Rewards can vary from a new car, apartment or a trip with family during vacation.	The company rewards employees in various ways: financial and non-financial.	There are weekly and monthly reward programmes. Employees are rewarded for the quality of service and sales. Rewards may include gift cards, cash, and watches. Rewards are the big recognition and on weekly basis it includes award and reward ceremonies.
<i>Time Availability</i>	Time is monitored basically amongst low-level managers but not managers or business developers.	Time is available from project to project. Usually top management does not control it, and all is judged by results not time.	Time is hard. Breaks are short. Not enough time to finish things.
<i>Structure/Boundaries</i>	The organisation is structured as matrix, and the roles are distributed amongst directors who are responsible for the certain units.	The company initiates big geographical projects which are coming from top and from down as well; dual chain to report. The organisational structure consists of many units. Structure is hierarchical within the unit.	There are many rules and procedures; report to different bosses.
<b>Findings: Data-Driven</b>			
<i>Indifferent People</i>	Company gives chance to people to prove themselves. When the management sees 'indifferent' people, they simply	The company initiates big geographical projects which are coming from top and from down as well. Harsh criticism and	Managers provide support for innovative ideas and remove obstacles. The company pays close attention to self-



	fire them.	restricted freedom provides the ground to scale the best abilities of employees.	development and learning.
<b>Findings: Critical Incident</b>	It is not only directors or project developers but line managers and low-level managers who are directly in contact with day-to-day business problems. One of them succeeded to reduce DEWA bills by stopping to waste water (600,000 Dhs).	A risky decision was taken with relation to the local culture: management has removed shifts for Muslim prayer break which is 4-5 times. Most of employees consider it as a 'very risky' step.	
<b>Conclusions from Within-Case Analysis</b>	Company operates a matrix management structure, which allows access to skills across the company by utilising business units. Manager E1 provides proactive support to the business units in his sector. A system of incentive rewards for employees is in place, successful inventive ideas can be rewarded with holidays, an apartment or a new car but the decision on proceeding with any new project is deferred to senior management. Lower management and workforce are subject to time scrutinising and issues of any kind are dealt with by an opportunity to learn from mistakes.	Flexible corporate procedures. Projects are allocated time 'as-needed' until successful completion although risk is assessed and monitored with relation to a fixed business strategy. Manager E2 has restricted freedom within that strategy. The company initiates large geographical projects, which are handled by business units. Manager E2 controls a single business unit; the organisational structure is hierarchal within each unit although reporting is similar to matrix management, with more than one manager in a unit. Employees are incentivised by a reward system of either financial or material bonuses, these bonuses are results-driven.	Manager E3's company sets great store in training opportunities and rewarding employees. Manager E3 has access to high-calibre training and can attain material and financial rewards for sales results and maintaining quality standards. Rewards are given in weekly and monthly ceremonies. Manager E3 is supportive of innovative ideas but decisions lay with senior management and protocol dictates a lengthy planning process to develop procedures and avoid unnecessary risk. Despite the reward system, staff is unsettled; being subject to time restraints and stringent work practices with short breaks and must always report to multiple managers.

### Excerpt from Excel spreadsheet

#### Appendix F.11: Cross-Case Analysis by Company: Company A

<b>Findings - sub-codes emerged</b>	Communication; Encouragement and support of ideas; Training; Tough schedule; No time restriction; Intrinsic rewards; Extrinsic rewards; Risk protection; Past experience; No tolerance for mistakes; Ideas approved by top management; Inflexible structure; Influence of national culture.
<b>Findings</b>	<b>Themes Derived from Cross-Case Analysis by Company</b>
<i>Management Support</i>	Middle managers encourage and support creative ideas and innovation through constant communication across all levels of the management.
<i>Work Autonomy/Discretion</i>	Middle managers inform senior managers about creative ideas but bring them into working dashboard only after the approval done by the top management. No tolerance for mistakes.
<i>Rewards/Reinforcements</i>	Middle managers motivate employees for innovation intrinsically and extrinsically.
<i>Time Availability</i>	Freedom to use time as they see it fits despite tough work schedule.
<i>Structure/Boundaries</i>	Asymmetry between corporate entrepreneurial initiatives and rigid organisational structure.
<i>Planning and Consistency</i>	Planning and consistency as a strategic unit protects from unneeded risk and derives from the past experience.

### Excerpt from Excel spreadsheet

#### Appendix F.12: Cross-Case Analysis by Company: Company B

<b>Findings - sub-codes emerged</b>	Communication; Implementation plan; New ideas assessed by top management; Experience sharing; Risk creates positive attitude; Tolerance for small projects failure; company's funds for bonus; No rules bending; No individual risk-takers; Staff engagement in decisions; Time pressure; Management cares about employees on personal basis; Productive work environment; Employees develop work methods.
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<b>Findings</b>	<b>Themes Derived from Cross-Case Analysis by Company</b>
<i>Management Support</i>	Middle managers endorse entrepreneurial activities on autonomous and induced levels.
<i>Work Autonomy/Discretion</i>	Employees are involved in decision-making and calculated risk-taking processes.
<i>Rewards/Reinforcements</i>	Real conviction to innovate arises out of intrinsic rewards and reinforcements based on the individual experience.
<i>Time Availability</i>	Unequal assignment of workload inhibits entrepreneurial initiatives.
<i>Structure/Boundaries</i>	Innovation is regulated by centralised organisational structure and unbendable rules and regulations.
<i>Assessed and Regulated Innovation</i>	Assessed and regulated innovative ideas enhance selective efficiency of strategic projects.

### Excerpt from Excel spreadsheet

#### Appendix F.13: Cross-Case Analysis by Company: Company C

<b>Findings - sub-codes emerged</b>	Senior management entrepreneurialism; Middle managers as coordinators; Weekends office hours; No career growth; Standards; Learning from mistakes; Customer-focused decision-making; Change driven by centre.
<b>Findings</b>	<b>Themes Derived from Cross-Case Analysis by Company</b>
<i>Management Support</i>	Moderate or low level of commitment to internal entrepreneurship is supported by the middle management rather informally.
<i>Work Autonomy/Discretion</i>	Limited freedom for decision-making and unilateral risk assessment by senior management produces strategic misalignment between local and global operational environments.
<i>Rewards/Reinforcements</i>	The reward system and conventional motivation of money does not support employees' perspective regarding the advancement in their careers within the company.
<i>Time Availability</i>	Extra time allows middle managers to apply their best efforts to projects of their own choosing.
<i>Structure/Boundaries</i>	The inadequacy of structure stems from inability of the head quarter and local offices to combine their systems in global context which slows down organisational change.
<i>Framed-by-Standards Innovation</i>	Framed-by-standards innovative ideas facilitate their application in local and global company's contexts.

### Excerpt from Excel spreadsheet

#### Appendix F.14: Cross-Case Analysis by Company: Company D

<b>Findings - sub-codes emerged</b>	Sharing new ideas; Training; No time for new ideas; Influence of national culture on work load; Promotions as independence; Communication; Trust; Freedom.
<b>Findings</b>	<b>Themes Derived from Cross-Case Analysis by Company</b>
<i>Management Support</i>	Managers promote entrepreneurial behaviour amongst employees and encourage employees' participation by providing training and development practices.
<i>Work Autonomy/Discretion</i>	Corporate entrepreneurial initiatives are subject to middle managers' autonomy, trust and experience.
<i>Rewards/Reinforcements</i>	Rewards and employees' recognition are viewed as stimulator for entrepreneurial activities and opportunity to act independently.
<i>Time Availability</i>	Time constraints decrease development and implementation of innovative ideas.
<i>Structure/Boundaries</i>	Redesigning of routines brings centralised organisation closer to decentralisation.
<i>Communication and Trust</i>	Communication and trust endorse innovation.

### Excerpt from Excel spreadsheet

#### Appendix F.15: Cross-Case Analysis by Company: Company E

<b>Findings - sub-codes emerged</b>	High-calibre training; Proactive support; Ideas sharing at all levels; Time monitoring for low-level employees; Improvement through failure; Strategic decisions by top management; Risk assessed by top management; Indifferent people are fired; Hierarchy within the unit.
<b>Findings</b>	<b>Themes Derived from Cross-Case Analysis by Company</b>
<i>Management Support</i>	Innovative ideas stem out from different levels, shared throughout the company and supported by top management.
<i>Work Autonomy/Discretion</i>	Assessed risk and centralised decision-making allow to withstand environmental turbulence and to achieve strategic goals.
<i>Rewards/Reinforcements</i>	Intrinsic and extrinsic rewards are based on managers' personal contribution to innovation and value of their skills.
<i>Time Availability</i>	Time availability is not equally structured and distributed amongst jobs.
<i>Structure/Boundaries</i>	Organisational structure barely supports autonomous entrepreneurial behaviour.
<i>Indifferent People</i>	The company does not tolerate 'indifferent people' to innovation, self-development and learning.

### Excerpt from Excel spreadsheet

#### Appendix F.16: Project Managers (A1, B1, C1, D1 and E1) Responses to Interview Questions: Organised by Job Function

Questions	A1 - Project Manager	B1 - Project Manager	C1 - Project Manager	D1 - Project Manager	E1 - Project Manager
Innovative ideas and activities are encouraged and supported	The company always expects more. For example, once a specialist in one area becomes very good, the management moves him/her to another harder and more challenging area. Social involvement of the company: to engage with customers. First it didn't work, but now it really helps in everyday business activity.	Management supports corporate entrepreneurship with open communication of creative ideas at different levels, encouraging new ideas at a condition to be accompanied by a clear implementation plan.	Management supports corporate entrepreneurship. However, it is not on structure basis but more localised. Training is available but needs to take initiative to progress. Senior management cascades down encouraging showing creative ideas. Middle managers can stop or promote ideas.	Management supports innovative ideas and encourages employees to share them amongst each other and give feedback. New ideas related to technology are largely supported, and the management provides training and support for how to identify business opportunities. The recent example of innovation can be referred to some projects with a new phone application for the company's departments. This application facilitates guests' visit and staying in the UAE. Ideas, which employee shares with management are never discarded.	Managers provide proactive support to business units on a various range to promote innovative ideas. New ideas are shared and supported all throughout the company. Management uses the most updated system software "My Idea Hub" by means of which managers can look at the innovative ideas and comments giving reasons why the ideas can or cannot be implemented.

				Developing innovative ideas is encouraged throughout the company.	
Risk-taking	Risk-taking should be discussed and approved by top management.	Nobody is called as individual risk-taker in our company. Any risk-taking should be approved by the management and in these terms, it becomes a company risk. However, people are encouraged to take a calculated risk with new ideas.	Risk is not encouraged. Risk can be taken till certain degree.	Depends on sensitivity of a task.	The business has recently changed dynamic of risk: the company is engaged in many projects that are going on in high-risk countries. Failure gives chance to improve. Management is very generous with people who through failure bring new businesses to the company and giving chance to people to prove themselves again.

### Excerpt from Excel spreadsheet (Continued)

Project Managers (A1, B1, C1, D1 and E1) Responses to Interview Questions: Organised by Job Function

Rewards for innovative ideas	We do have lots of rewards and recognition. Generally, rewards motivate us.	Bonus system is implemented by the management; various letters of appreciation.	All employees on salary basis.	Got appreciated in various ways: promotions, financial rewards; this can change work type totally.	Employees are rewarded on a systematic way. Staff tickets are available at any time. It is not only directors or project developers but line managers and low-level managers who are directly in contact with day-to-day business problems.
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Freedom for decision-making	Choice of behaviour much depends on geography of the business. And the freedom of decisions drives most by matured and long-serving employees.	The company uses all the time-improved work methods that are developed by employees because employees help establish goals initially and building a positive atmosphere. The company believes that a more productive work environment could be achieved when staff is engaged in decision-making process.	Delegation of authority expands boundaries but quite a bit of freedom.	Depends on experience and task it is not necessary always to check with the manager or get his approval. But sometimes it goes hierarchically that middle manager seeks an approval from the top level. If it is a routine task then no need to check with the boss, but sometimes the decision-making requires higher authority to take it.	Decision-making is allowed only for the high management. Employees can interact and share their ideas but not to take decisions.
Tolerance for mistakes	Regarding discretion one example: during the presentation of the new development, I said a wrong for the local culture phrase "Heart of Dubai". The project was almost declined by the investors because of it creates a huge level of dissatisfaction. Later in the office I was talked off by the top management internally.	The company still supports small projects knowing that they might fail. But this is sometimes the only way to explore new business opportunities.	Success rate for every project is out of three expected to win 1. The projects tend to replicate each other: same country, same industry which helps to achieve rate of winning 2 out of three. The nature of the risk can differ geographically from country to country: some of them have ongoing military activities, some are torn by political disagreements.	Depends on the severity of a mistake and what impact it has made on the company business. If mistake affects reputation of the company or financial loss then the punishment will take place: warnings, cost deduction.	Failure gives chance to improve.

### Excerpt from Excel spreadsheet (Continued)

Project Managers (A1, B1, C1, D1 and E1) Responses to Interview Questions: Organised by Job Function

Rewards on performance	Different privileges such as parking lots, use of SPA for ladies and Gym for men, iPads.	The company encourage proactive employees as it affects running of the business from positive perspective and helps employees grow in the company.	There is no way to grow in career. In many cases of progression employees need to leave to pursue their career.	Rewards depend on profitable aspect of each project. Profitability of each project. Yearly bonus and increments on percentage basis.	Monthly and weekly reward programme, gift cards, monetary, meetings to nominate best employees. Can vary from a watch to holidays with family.
Company's recognition	Monthly recognitions are about "the best employee of the month".	Within company's units everyone can make use of one's ideas and be recognised for it in general meetings and promotions.	Recognition works sometimes within the office.	Very high if entrepreneurial initiatives bring profit. The most profitable division is in construction group. They increase yearly bonus. For instance, licensing cost with government 10000 if I succeed to reduce will be appreciated.	Departmental and company recognition during meeting. I succeeded to reduce DEWA bills by stopping to waste water (600,000 Dhs). Rewards can vary from a new car, apartment or a trip with family during vacation (all paid by

					the company).
Time for innovation	Sometimes time is very tight. At times it takes up to 3 months to finish a deal or project. But it depends on individual level not management. However, we all require showing up in the office for a few hours.	80% of time spent for developing new ideas. Time limits for projects.	The work load is 40hrs/week but does not correspond to time like personal performance. Jobs by performance.	During the past three months, work load is increased, limited time to think about innovation. Last three months do not allow to do some tasks and at this point level of creativity is decreased. Work load got increased as they trust you more, give more work load.	Time is hard. Breaks are very short. Not enough time to finish things. There is no need for business developer to inform that he needs half of the day off the office as his meeting with important potential client falls on the working hours. Nobody will watch him.
Structural operating procedures	Structure is a bit rigid.	Employees should respect rules, regulations and procedures. Requires respect for internal compliances.	The company involves local and global service providers. Local project (provider) set 3-4 members as a team who sits in a room with global provider trying to connect global service provider with local provider. There are certain difficulties in changing global standards and to apply them to local context. Service received from local provider goes to India, Africa and Middle East.	Standard and strict operational procedures. ISO requirements should be observed. Works should be done according to the task list. Too many rules and regulations. Rules are very clear what to do today tomorrow or even after one month.	The organisation is structured as matrix, and the roles are distributed amongst directors who are responsible for the certain units. Business Unit Director usually has an innovative idea from his department which should be directed to Executive Committee. Many rules and procedures. Clearly understood what is expected from each employee.

### Excerpt from Excel spreadsheet

**Appendix F.17:** Marketing Managers (A2, B2, C2, D2 and E2) Responses to Interview Questions: Organised by Job Function

Questions	A2 - Marketing Manager	B2 - Marketing Manager	C2 - Marketing Manager	D2 - Marketing Manager	E2 - Marketing Manager
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Innovative ideas and activities are encouraged and supported	We conduct weekly meetings with employees and discuss with them how to improve the company's market position. We welcome opinion of everyone to discuss such issues as labelling the company cars, discount packages with Dubizzle. Middle management is always on our side. Innovation is coming from down to top.	If management agrees on the new ideas, they will be adopted and regularly assessed as how far it is serving the general purpose of the organisation. Company uses the improved methods on day-to-day basis. The level of top management awareness of one's innovative ideas and suggestions is very high.	Global way of work encounters some problems. The company encourages employees to develop ideas for work improvement, but it has to be very thoughtful as local culture should be considered.	New ideas are welcome to express and share. Managers listen to ideas of every employee. Communication is mainly about the work and what has to be delivered. There is a direct and open way of communication project – participant – manager. Direct manager shares his ideas, which are discussed and given feedback. Top management encourages professional training every two months, and this is available for all employees. Middle managers are given certain flexibility to employees: to express their ideas and not to be afraid to share those, empowering employees.	Free flow communication provides ideas sharing throughout the all levels of the company. "My Idea Hub" regularly revises novel ideas and provides comments and reasons on why an idea can or cannot be implemented.
Risk-taking	Our risk is supported till certain extent.	Risk-taking itself creates a positive attitude of the management, but it should be assessed carefully and cannot be taken unless approved by the top management.	On individual level risk is not encouraged in terms to do the way an employee thinks.	Not open to risk.	Risk-taking is closely monitored and assessed with alignment to business strategy. However, a risky decision was taken with relation to the local culture: management has removed shifts for Muslim prayer break which is 4-5 times. Most of employees consider it as a 'very risky' step. Corporate entrepreneurship initiatives depend on the geography of the product.

### Excerpt from Excel spreadsheet (Continued)

Marketing Managers (A2, B2, C2, D2 and E2) Responses to Interview Questions: Organised by Job Function

Rewards for innovative ideas	We debate a lot whether to have a segregated or an opened area of expertise for the employees in terms of different sorts of property, specific requirements of the	Company uses its own funds for those purposes.	All employees on salary basis.	If results exceed expectations.	The company rewards employees in various ways: financial and non-financial. Usually top management sets up a meeting to nominate best employees from
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	districts and customers, as well as sell vs rent. Some employees are rewarded if their proposals work.				different departments. Good employees are not forgotten and can be nominated next time.
Freedom for decision-making	In order not to be blamed we go together with the middle management to discuss the risky issues with top management.	After agreeing on the general approaches with the management and limits, each senior employee can implement his decisions and ideas without coming back to the management, respecting the internal required compliances of the company. However, the senior management never encourages employees to bend the rules.	Key thinking – innovation and creativity and willingness to change. Decision taking is based on experience.	Depends on experience but follows managers' instructions. The manager's experience is counted. For instance, a new manager may not know abilities of all employees. The managers with 10-15 years of experience can easily pinpoint abilities of employees and give them diverse tasks and support their activities.	Restricted freedom. However, people are allowed to share their ideas, they cannot interact nor take decisions. Harsh criticism and restricted freedom provides the ground to scale the best abilities of employees.
Tolerance for mistakes	Tolerance for mistakes is based on organisational culture which is based on ethical principle that as individuals we are free to do and talk what is not contradicting the ethics of individuals from different cultural and religious backgrounds.	No rule bending; no individual risk-takers; calculated risk-taking; company risk vs individual risk.	Company's environment encourages confessing one's mistake, however, culture reflects on hiding mistakes. New solutions for clients are acceptable.	If mistake affects reputation of the company or financial loss then the punishment will take place: warnings, cost deduction.	Management is very generous with people who through failure bring new businesses.

### Excerpt from Excel spreadsheet (Continued)

Marketing Managers (A2, B2, C2, D2 and E2) Responses to Interview Questions: Organised by Job Function

Rewards on performance	Our payment is based on 80% on commission.	Promotion is once a year. Twice a year there is evaluation of how often the employee creates ideas and implements them after management approval.	Have mainly discretionary bonus for extra hours or keeping customers happy. Depends on the position.	Good feedback and salary increase. Higher positions offered. Anything related to the profit, promotional task fulfilled get promotion, bonus.	Usually top management sets up a meeting to nominate best employees from different departments. Every month there is a meeting with the team leader and manager to appraise employees' performance, to pinpoint strengths and weaknesses, and what he or she needs to concentrate on and what should be avoided.
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Company's recognition	Our employees are specialising on the particular area of the city so eventually they become experts of the property in the particular district.	Company recognises efforts of its employees. For example, some employees or their family members require urgent medical help which is very expensive. The company is ready to cover it at its own account. A daughter of one of our employee needed a complicated and expensive surgery on her hip. The company organised visa, hospital and covered all expenses.	They put pictures on the wall, letters of appreciation during the company meetings and amongst peer meetings. Employees are happy but in the short term.	Employees are get company's recognition for use 100% of one's abilities, and 100% work dedication. Points to be evaluated and depend on the task. Some tasks can take you to higher level. Anything related to the profit, promotional task fulfilled get promotion, bonus.	Management does not forget good employees.
Time for innovation	The company doesn't feel the need to control the employee. We use time as we want as there are many meetings outside the office hours.	The time is enough to do everything well. Sometimes under a very big pressure to accomplish certain tasks.	Time constraint does not affect quality of work because people prioritise more quantity than quality.	Limited time for creativity. However, time is not a constraint. Extra time at home and laptops. There is big difference between Arab culture and Western culture at work. If the management finds that an employee is creative and innovative, in Western culture they will try to reduce the work load and put him in the higher position but in Arab countries things going totally different work more and get more load. Sometime most of employees leave jobs without notification letter. During crises we feel it that job is uncertain.	Not enough time to finish workload. Extra time is not rewarded. Time is available from project to project. Usually top management does not control it, and all is judged by results not time. Seeking new partnership is always time consuming.
Structural operating procedures	Structure is inflexible and no rule bending.	Middle managers are evaluated by the CEO on a yearly basis. It is a family-run business with the history of 250 years. Top management assessed new ideas if they serve purpose of the company.	Crazy idea may work locally but is not consistent with global standards. This can be sort of demoralising for the local people. The company tends to work in silos. Dual chain of command. They tried to make it flat, but company does not encourage it, and people in more cases do not like it. Matrix structure struggles when goes abroad. Speed of change is driven by centre HQ top-down.	Rules and procedures are clear. Work description is clear. Tasks, rules and regulations are clear.	The company initiates big geographical projects which are coming from top and from down as well. Each month meeting with team leader. No uncertainty. The organisational structure consists of many units. Structure is hierarchical within the working unit.

## Excerpt from Excel spreadsheet

### Appendix F.18: Sales Managers (A3, B3, C3, D3 and E3) Responses to Interview Questions: Organised by Job Function

Questions	A3 - Sales Manager	B3 - Sales Manager	C3 - Sales Manager	D3 - Sales Manager	E3 - Sales Manager
Innovative ideas and activities are encouraged and supported	The training process is very important as most of the employees don't have real estate education and are not familiar with the UAE real estate legislation system. Employees don't understand how much the training cost for the company and it creates some sort of problems when fully trained employee leaves the company for another one. The low-level management has more innovative ideas related to the market, even more than the top management.	Employees receive management support for their innovative activities on daily basis such as morning meetings and daily follow-ups with management. Top management closely sharing its experience with employees. Extra training is provided to employees. Once ideas are approved by top management fund are allocated and necessary information is provided.	The development of entrepreneurial ideas is rather encouraged informally than formally. HR programme has creative ideas for example, to take employees for weekends somewhere to spend time together outside the office. However, it doesn't have a drive for those ideas.	Development of innovative ideas is encouraged throughout the company. Bringing skilled managers like HR, Financial and Administrative helps to develop and then to exchange new ideas amongst employees and managers. Encourage new ideas for technology, training to identify opportunities and to prove ourselves.	Management provides financial support to any innovative ideas if they are accepted. Managers remove obstacles. Managers are actively involved into employment advisory and support. The company operates high-calibre training programmes and pays close attention to self-development and learning.
Risk-taking	Risk-taking till certain extent. Risk is discussed with top management.	Without risk there is a little growth. There is the risk committee to assess risk; the desire amongst employees to take individual risk is very low.	Estimated risk and the boundaries of risk-taking are not defined by junior management.	Company can't afford to fail process.	Strategic corporate decisions are taken by top management and undergo a careful planning process. The nature of risk can differ geographically from country to country: some of them have ongoing military activities, some are torn by political disagreements inside their country, and in other countries economy is very poor. All these issues are dealt with an individual approach and there is no one-size-fits-all. The company knows its competitors and the market, and it's better to follow some rules and planning that can cushion from unnecessary risk.

### Excerpt from Excel spreadsheet (Continued)

Sales Managers (A3, B3, C3, D3 and E3) Responses to Interview Questions: Organised by Job Function

Rewards for innovative ideas	Sometimes bonus increase if the ideas work. Weekend holiday package to the hotel resort.	Promotion is once a year; twice a year evaluation of new ideas; recognition of employees' efforts by providing help if needed in some situations.	All employees on salary basis.	Reward for innovative methods of work.	There are weekly and monthly reward programmes. Employees are rewarded for the quality of service and sales. Rewards may include gift cards, cash, and watches.
Freedom for decision-making	The top management is always on the consistent planning side of what involves innovation and creativity. It is not spontaneous.	Middle managers can make decisions on operational level, but on strategic level CEO. Middle managers have 100% of work autonomy.	Need to get an approval not necessary from the top but within the system; even junior managers can sign contracts.	Depends on a task. Speaking about the commercial division I remember a story that one of the employees was in a country as a commercial manager. Then he sent an email to the head office saying that the project should go to the construction department. The proposal turned out to be very successful, it was airport in Croatia. The employee was appreciated and now works as a senior manager in the company's office in that country. Another example of how employees use their own judgement. An office boy found a case of very important documents in one of the offices during cleaning. The case belonged to one of the highest authority. He took photocopies and handled them to the chairman himself. This helped to avoid loss of 5mln dirhams.	Strategic corporate decisions are taken by top management and undergo a careful planning process.

Tolerance for mistakes	Tolerance for mistakes depends on the problem it creates. No mistakes that disappoint investors are allowed.	Middle managers take decisions on operational level; risk taking creates positive attitude; tolerance for failed projects.	Tolerance for mistakes can be described as yes and no. They look at how serious is mistake and its impact. Why the mistake was made and what the company can learn from mistakes.	The chairman introduced 'whistle policy' that anyone who has problems or concerns is free to come and express oneself directly the chairman.	In saturated markets they follow more incremental innovation using properly planned system to avoid many pitfalls. In new markets the company may go for revolutionary products knowing that there is no or very little competition and the market is not saturated by similar products. Management fires "indifferent" people.
Rewards on performance	Employees are working on commission basis and require a lot of training.	Bonus system; various letters of appreciation; Recognition during general meetings and promotion.	Monetary vouchers.	Performance appraisal every 6 month.	Rewards usually happen during general meeting for best service, sales and innovative ideas if they work. Letters of appreciation, vouchers, gifts.
Company's recognition	Letters of appreciation, gifts, congratulation during general meetings.	Some of the company's business units operate in very poor regions and employees of those regions have no money to afford expensive treatment or education.	Pictures on the wall, letters of appreciation during the company meetings. Birthday cake cutting; baby showers; farewell gifts.	Discuss with manager what has been done. Agreed and sign papers.	Awards and rewards ceremonies. Company monitors results. Rewards are the big recognition and on weekly basis it includes award and reward ceremonies.
Time for innovation	We don't force them to work within the structured organisational frame. It means that the employees have the right to use their time as they see it fits because very often they meet clients outside the office hours to conclude or discuss the deal.	No time to think about anything.	Time is not a problem; overtime is appreciated to finish the routine office work. Time is monitored basically amongst low-skilled labour but not managers or business developers.	Have no time to think about innovative ideas. Time is a problem for strict operational procedures. Some time constraints which cause many problems like mental issue, health issue etc. The one who works 10 hours needs have to get at least 1 hour to breathe.	Time is monitored amongst low-level employees but not amongst business developers.

Structural operating procedures	We try to create and keep the structure of the organisation but not dictatorship. In these terms the flexibility of the company is limited as it has a pattern: it is difficult to retain market position without planning and consistency.	Nothing can proceed without the approval of the owner/CEO. - Risk committee; very centralised; CEO evaluates managers. Rules and regulations should be respected.	Organisational boundaries are very defined. There are procedures but not well placed: disciplining people, job description and expectations. It does not always work. You need to tell people how to do the job and the type of job. Policy creates too many rules and procedures.	Company consists of many divisions. HR programmes need to be more developed. Job is safe and secure especially for men.	There are many rules and procedures. Employees understand clearly what is expected from them. Difficult to report to different bosses. Organisation is structured in units. Properly planned system. Top-down innovative projects initiations.
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### Excerpt from Excel spreadsheet

**Appendix F.19:** Summary of the Key Themes Emerging from Each Managers Response: Project Managers (A1, B1, C1, D1 and E1)

<b>Findings</b>	<b>A1 - Project Manager</b>	<b>B1 - Project Manager</b>	<b>C1 - Project Manager</b>	<b>D1 - Project Manager</b>	<b>E1 - Project Manager</b>
<i>Management Support</i>	Moving specialists to more challenging area; motivating by rewards.	Management supports and encourages innovative ideas at all levels.	Management supports and encourages ideas for work improvement but rather informally.	Managers support and encourage innovative ideas related to technology; provide training to identify opportunities.	Proactive support for innovative ideas; software” My Idea Hub”.
<i>Work Autonomy/Discretion</i>	Mistakes are not tolerated as they dissatisfy investors; freedom for decisions amongst matured and long-serving employees.	Middle managers have 100% autonomy if top management agrees; risk-taking creates positive attitude; support for small projects knowing that they might fail.	Delegation of authority; a bit of freedom; company can learn from mistake; culture doesn't encourage confessing mistakes.	Depends on severity of mistakes are generally well tolerated; not necessary always to seek managers' approval.	Decision taking is only for top management; operating many risky projects; failure gives chance to improve.
<i>Rewards/Reinforcements</i>	Lots of rewards and recognition; different packages; best employee of the month.	Bonus system; various letters of appreciation.	No way to grow; many people leave to improve their career path; recognition within the company.	Yearly bonus; depends on profitability of project; cost reduction is appreciated.	Generous rewards for those who brings new business; financial and non-financial; on a systematic way.
<i>Time Availability</i>	On individual level time is very tight; more time needed to complete a project.	Time is enough; 80% of time is spent for developing new ideas and projects.	40 hours per week	Work load is increased which doesn't allow to think about innovation.	Time is monitored amongst low-level employees; business developers are free to use their time as they see it fit.
<i>Structure/Boundaries</i>	Structure is rigid.	All should be approved by top management; centralised structure; respect for the rules and procedures highly required.	Boundaries are very well defined; procedures are not well placed.	Structure hierarchical; too many rules and procedures; all rules are clear; right people on the right place; ISO standards.	Matrix structure; centralised within Business Units; directors are responsible for Units.

<b>Conclusions from Within-Case Analysis</b>	The key element of entrepreneurial initiatives related to induced and autonomous behaviour is a fit between rigid organisational structure and freedom to make decisions within the areas of specialisation supported by the top management. Motivation by various rewards stimulates desire to develop new ideas and look for their accomplishment within given time frame.	Although top management promotes risk-taking positive attitude and continuous innovation amongst management and staff, risk aversion and preparedness to accept a degree of failure favours corporate entrepreneurship. Full autonomy on operational decisions, more time is spent on new projects and innovative ideas that should be approved by senior management. Time is sufficient to carry out the work in the best way possible. Respect all company rules and procedures.	Encourage the workforce by delegating some tasks and allowing some freedom to carry out those tasks under employees' own initiative, but strictly within company guidelines. Expecting employees to give honest feedback and to develop improvements in operating practices, but the work culture often means this is not the case. The results are lack of cooperation and ill-defined procedures. Need to constantly explain the expectations of the company to the employees and what their specific job roles entail.	Well-appointed hierarchical structure that is open to new ideas from both the workforce and from management. Creativity on all levels is generally high until problems arise which results in a reduction of work impetus. Working in innovative forward-thinking environment, training helps to identify new business opportunities, and a reward scheme operates in direct proportion to the success of individual projects brought to the company. Procedures and job definitions are very specific, with a reasonable tolerance of minor mistakes.	Company operates a matrix management structure, which allows access to skills across the company by utilising business units. Manager E1 provides proactive support to the business units in his sector. A system of incentive rewards for employees is in place, successful inventive ideas can be rewarded with holidays, an apartment or a new car but the decision on proceeding with any new project is deferred to senior management. Lower management and workforce are subject to time scrutinising and issues of any kind are dealt with by an opportunity to learn from mistakes.
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### Excerpt from Excel spreadsheet (Continued)

Summary of the Key Themes Emerging from Each Managers Response: Marketing Managers (A2, B2, C2, D2, E2)

Findings	A2 - Marketing Manager	B2 - Marketing Manager	C2 - Marketing Manager	D2 - Marketing Manager	E2 - Marketing Manager
<i>Management Support</i>	Weekly meetings with employees; welcome innovative ideas from everyone; innovation coming from top to down.	Top management awareness about one's innovative ideas is very high; employees receive support on daily basis; company encourages proactive employees; helps to grow in the company.	HR programme doesn't have a drive for creative ideas; training available but needs to take initiatives to progress.	New ideas are welcome to express and share; managers' ideas are shared, discussed and given feedback; training provided every 2 months; gives employees diverse tasks and support their activities.	Novel ideas are revised and given feedback throughout all levels of the company; big projects coming from top to down.
<i>Work Autonomy/Discretion</i>	Becoming experts, no need to control employee; risk supported till certain extend and discussed with top managers; care for different cultural background.	No rules bending; no individual risk-takers; encourages to take calculated risk that should be approved by top management then becomes company's risk.	Estimated risk; risk-taking boundaries are not defined by junior managers; decision-making by experience.	During crisis job is uncertain; managers' experience is counted; leave jobs without notification letter.	Risk-taking is closely monitored and assessed; some risky decisions about local culture; harsh criticism and restricted freedom.

<i>Rewards/Reinforcements</i>	80% on commission.	Recognition of innovative ideas during general meetings; promotions.	Discretionary bonus; pictures on the wall; letters of appreciation.	Promotions and bonus if promotional task is fulfilled.	Financial and non-financial; good employees are not forgotten.
<i>Time Availability</i>	Free to use time as they want.	Not enough time to think about anything.	Time constrains; extra hours to spend with customers to keep them happy.	No time to carry out always increasing job load.	Time available from project to project; mainly judged by results not time; time allocated mainly for seeking partnership.
<i>Structure/Boundaries</i>	Have lots of informal meetings to align goals with strategy.	Family business; nothing can be proceeded without owner's approval; centralised.	Local and global service providers; difficult to match global standards with local ones; approvals coming not necessary from top but within the system; need to tell people how to do the job.	Tasks, rules and regulations are clear; company's policy to encourage even low-skilled or designated employee to express his concerns to the top management.	Consists of many units; structure is hierarchical within the unit; big geographical projects coming from top to down; geographically spread.
<i>Conclusions from Within-Case Analysis</i>	Open communication and sharing of new ideas as well as respect for national culture is strongly supported by top management. Although development of new business ideas is corroborated by more time for creativity and numerous rewards and reinforcements, and freedom to fulfil one's job at their own discretion is supported by senior management, entrepreneurial activities are stymied by centralised organisational structure, rules and procedures that protect the firm from unneeded risk in inherently uncertain environment.	Family business with a strict hierarchal regime where everything must be approved by the owner of the company. Although top management urges innovative thinking amongst employees, taking unnecessary risks is not encouraged. Time to assess new ideas is limited and discussed only at general meetings. Successful ideas can lead to promotions.	Strangled by a non-communicative corporate structure. The company's staff policies are based on archaic non-financial reward systems and there is no real encouragement for HR to further develop staff training or incentives. Decisions making based on prior experience rather than inventive ideas and does not allow junior managers to step outside the framework of those decisions. Working to a range of local and global standards but without an organised training regime Manager C2 is called upon to explain the work involved.	Encouragement to pool new ideas with other managers, working collectively to develop ideas. Manager D2 has access to regular training and emphasis is placed on experience when it comes to decision-making. Manager D2 feels his position is insecure although promotion can be attained through the completion of selected projects. There is a generalised feeling amongst the staff that hard work is rewarded with a higher workload, however, all employees have the ability to voice their concerns directly to senior management.	Flexible corporate procedures. Projects are allocated time 'as-needed' until successful completion although risk is assessed and monitored with relation to a fixed business strategy. Manager E2 has restricted freedom within that strategy. The company initiates large geographical projects, which are handled by business units. Manager E2 controls a single business unit; the organisational structure is hierarchal within each unit although reporting is similar to matrix management, with more than one manager in a unit. Employees are incentivised by a reward system of either financial or material bonuses, these bonuses are results-driven.

### Excerpt from Excel spreadsheet (Continued)

Summary of the Key Themes Emerging from Each Managers Response: Sales Managers (A3, B3, C3, D3 and E3)

<b>Findings</b>	<b>A3 - Sales Manager</b>	<b>B3 - Sales Manager</b>	<b>C3 - Sales Manager</b>	<b>D3 - Sales Manager</b>	<b>E3 - Sales Manager</b>
<i>Management Support</i>	Training is provided at the high cost and creates problem for company when employees leave; management is ready to listen and discuss ideas; low-level management has more innovative ideas.	Top management shares its ideas with employees; extra training is provided.	Senior managements cascades ideas from top to down; middle management can stop or promote ideas; new solutions for clients are acceptable.	Development of new ideas is encouraged.	Managers provide support for any accepted innovative ideas; remove obstacles; high-calibre training programmes.
<i>Work Autonomy/ Discretion</i>	Company doesn't limit employees' activity as interested in how much money they bring to the company.	Funds allocated, and necessary information is provided once ideas approved by top management; employees are involved in improving work methods; staff is engaged in decision-making process; employees are not willing to take risk.	Managers work out new solutions for clients; decisions are taken by circumstances and depends on experience.	Employees use their own judgement.	Strategic corporate decisions are taken by top management and undergo a careful planning process; some rules and planning cushion from unnecessary risk; no uncertainty at work.
<i>Rewards/ Reinforcements</i>	Commission basis.	Promotion is once a year; twice a year there is evaluation of innovative ideas; company recognises efforts of employees and help in difficult life situations.	Rewards depend on a position; monetary vouchers.	Employees are appreciated and promoted; performance appraisal is in every 6 months.	Weekly and monthly reward programmes. Financial and non-financial rewards for quality of service on weekly basis and include award and reward ceremonies; the manager appraises employees performance.
<i>Time Availability</i>	Employees use their time as they see it fit.	A very big time pressure.	Time is not a problem; overtime is appreciated; time monitored mainly amongst low labour employees.	Time constraints cause many health and mental problems.	Time is hard and not enough to finish things; breaks are short.
<i>Structure/ Boundaries</i>	Create and keep structure; consistent planning even with regard to innovative ideas; flexibility of the company is limited; planning and consistency.	Only top management has the right to approve ideas; there is risk committee; middle managers are evaluated by the CEO twice a year; centralised structure.	Top to down; projects centralised for each country; silos structure; matrix structure have problems to work abroad; too many rules and procedure.	Company consists of many divisions; whistle policy means that everyone can come to chairman and complain.	Too many rules and procedure; employees understand their job description; difficult to report to different bosses.
<i>Conclusions from Within-Case Analysis</i>	Given hostility of competition in the context of the UAE multinational environment and the paucity of business opportunities, the balance between induced and autonomous entrepreneurial	Working within a risk-averse corporate structure, considering senior managers' experience, and using improved work methods developed by employees. Evaluation and potential undertaking of new	Being employed by a fast-paced innovative company manager must take snap decisions based on the current circumstances at the time. Ideas come down from the senior management and are filtered by	All employees are being able to voice opinions direct to the company chairman, thus circumventing the conventional chain of reporting. Other factors causing staff stress include strictly enforced deadlines for completion of jobs.	Manager E3's company sets great store in training opportunities and rewarding employees. Manager E3 has access to high-calibre training and can attain material and financial rewards for sales results



	behaviour manifests itself in terms of management support for entrepreneurial initiatives through sharing of ideas, top-notch training, flexible time, rewards for novel ideas if they work – and rigid centralised structure that uses conservative approach which is based on the past experience and emphasises on predictability, and denoted as planning and consistency.	ideas happens twice a year and involves also training courses to maintain existing work practices. No autonomy to develop ideas from employees rather these are assessed by a Risk Committee. Being under pressure from time constraints and a yearly performance assessment by the company CEO.	middle managers based on experience into feasible propositions that should ideally strengthen customer satisfaction. This top-down structure creates more policies and rules for employees to follow. A higher workload fosters the possibility of overtime and appreciated by top management.	Performance appraisals are every six months, however, reward innovation at all levels and encourages all employees to use their initiative ideas to complete jobs. One employee was rewarded with promotion to a senior management position in an overseas office.	and maintaining quality standards. Rewards are given in weekly and monthly ceremonies. Manager E3 is supportive of innovative ideas but decisions lay with senior management and protocol dictates a lengthy planning process to develop procedures and avoid unnecessary risk. Despite the reward system, staff is unsettled; being subject to time restraints and stringent work practices with short breaks and must always report to multiple managers.
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### Excerpt from Excel spreadsheet

**Appendix F.20:** Cross-Case Analysis by Job Function: Project Managers (A1, B1, C1, D1 and E1)

Findings	Themes Derived from Cross-Case Analysis by Job Function
<i>Management Support</i>	Management supports and encourages innovative ideas.
<i>Work Autonomy/Discretion</i>	Management limits autonomy and decision-making. Learning from mistakes is seen as a valuable asset. Risk is cautiously encouraged.
<i>Rewards/Reinforcements</i>	Management supports and encourages innovative ideas, effort is rewarded and reinforced.
<i>Time Availability</i>	Time constraints hinders entrepreneurship.
<i>Structure/Boundaries</i>	Well-defined boundaries but a rigid structure stifles entrepreneurial initiatives.

### Excerpt from Excel spreadsheet

**Appendix F.21:** Cross-Case Analysis by Job Function: Marketing Managers (A2, B2, C2, D2 and E2)

Findings	Themes Derived from Cross-Case Analysis by Job Function
<i>Management Support</i>	New ideas are shared with employees and encouraged by management.
<i>Work Autonomy/Discretion</i>	Individual risk-taking is not encouraged and should be assessed and approved by top management.
<i>Rewards/Reinforcements</i>	Effort recognised and reinforced intrinsically and extrinsically.
<i>Time Availability</i>	Insufficient time allocated to support the workload.
<i>Structure/Boundaries</i>	Complex rules and procedures to comply with along with a hierarchical management structure counteracts employees innovative behaviour.

### Excerpt from Excel spreadsheet

**Appendix F.22:** Cross-Case Analysis by Job Function: Sales Managers (A3, B3, C3, D3 and E3)

Findings	Themes Derived from Cross-Case Analysis by Job Function
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<i>Management Support</i>	Training and development programmes instil collaboration and promotion of new ideas.
<i>Work Autonomy/Discretion</i>	Staff are encouraged to be actively involved in the decision-making process, although risk assessment is required by top management.
<i>Rewards/Reinforcements</i>	Effort is recognised and rewarded according to performance appraisals and evaluation of innovative ideas.
<i>Time Availability</i>	Time constraints impact the ability to formulate ideas.
<i>Structure/Boundaries</i>	Ambiguous ill-defined rules and policies do not sustain entrepreneurialism in the company.

### Excerpt from Excel spreadsheet

**Appendix F.23:** Overall Cross-Case Analysis by Companies (A, B, C, D and E)

Findings	By Companies				
	A	B	C	D	E
Autonomous Behaviour	Management Support; Rewards/Reinforcements; Time Availability	Management Support; Work Autonomy/Discretion; Rewards/Reinforcements	Time Availability	Management Support; Work Autonomy/Discretion; Rewards/Reinforcements	Management Support; Rewards/Reinforcements
Induced Behaviour	Work Autonomy/Discretion; Structure/Boundaries	Time Availability; Structure/Boundaries	Management Support; Work Autonomy/Discretion; Rewards/Reinforcements; Structure/Boundaries	Time Availability; Structure/Boundaries	Time Availability; Work Autonomy/Discretion; Structure/Boundaries

### Excerpt from Excel spreadsheet

**Appendix F.24:** Overall Cross-Case Analysis by Job Function (Project Managers, Marketing Managers and Sales Managers)

Findings	By Job Function		
	Project Managers	Marketing Managers	Sales Managers
Autonomous Behaviour	Management Support; Rewards/Reinforcements	Management Support; Rewards/Reinforcements	Management Support; Work Autonomy/Discretion; Rewards/Reinforcements
Induced Behaviour	Work Autonomy/Discretion; Time Availability; Structure/Boundaries	Work Autonomy/Discretion; Time Availability; Structure/Boundaries	Time Availability; Structure/Boundaries

## **Appendix G: Pilot Study**

### **G.1.1 Introduction**

The pilot study pertains to the main themes underpinned in the literature synthesis and its first objective is to assess their applicability to a real company. The pilot study was conducted as a validation study, and its second objective is to pre-test the Corporate Entrepreneurship Assessment Instrument (CEAI) created by Hornsby, Kuratko and Zahra (2002) from a qualitative interpretative point of view. Incorporating qualitative methodologies that describe and explain human experiences, behaviours, interactions and social contexts without the use of statistical procedures or quantification is appropriate for developing knowledge in poorly understood and complex areas such as corporate entrepreneurship in multinational companies in the UAE business environment (Myers, 2000; Fossey et al., 2002; Flick et al., 2004). The importance of the pilot study is that it might give advance warning about where the main research project could fail, or whether proposed methods or instruments are inappropriate or too complicated (Van Teijlingen and Hundley, 2010). Boudreau et al. (2001) recommend a greater use of the pilot study and point out that ‘pilots test the instrumentation before the project details are finalised and the larger, final survey administered’ (p.8). Emphasising the importance of the pilot study to undertake qualitative research, Sampson (2004) noted that pilots offer the researcher an experience prior to the immersion in the fieldwork setting.

The subject used is company X which is compatible with the proposed subjects in the main study. Data were collected using a combination of semi-structured interviews, open-ended questions and observations. The information obtained from the interviews was transcribed which was extremely helpful in analysing the impact of questions formulated to explore the issues, and to learn from the participants’ reflection on their experiences of the questions (Burck, 2005). The researcher piloted the interview questions in relation to the manager’s aims to clarify the wording of questions, identify ambiguities, and to detect necessary additions or omissions (Noor, 2008). A total of three visits were made to the company and the average time spent with its employees was about ten days. Reflecting on the proper use of

time and resources, the pilot study provided an opportunity to learn lessons from mistakes and contributed to the planning and research design.

### **G.1.2 Subject Details**

The subject of the pilot study is a small-sized multinational financial company X with around 200 culturally diverse employees across business units in Dubai and Sharjah. Company X has a history of providing financial services to individuals and companies since 1975. In 2002, the organisation was converted from conventional to Islamic regulations, and specialises in providing financial products and services suitable for customers' demands and the challenges of the corporate sector. Company X' expertise covers corporate finance, real estate, project finance, and trade and commodity financial services. The candidate was given permission to access middle management staff across three departments (the department of project management, marketing and sales departments) in the company X main office.

### **G.1.3 Methodology**

Middle managers were issued with a sample of interview questions developed from CEAI (Hornsby et al., 2002) which were modified into qualitative interview questions according to the candidate's aim as a qualitative researcher to focus on internal factors – managers' behaviour from middle managers' perspectives (Von Knorring et al., 2010). Qualitative interview questions are useful for contextual data 'to improve the validity of survey instruments and questionnaires used in quantitative research' (Fossey et al., 2002, p.718). Initially, the CEAI was designed as a Likert scale containing 84 items by Hornsby et al. (1999), and then later revised into 48 items by Hornsby et al. (2002).

Semi-structured interviews have been used for the purpose of this qualitative explorative research in order to understand how middle managers address the balance between autonomous and induced entrepreneurial behaviour in UAE companies. The same model of 48 questions was restructured according to qualitative research inquiry, and arranged under five interview questions with more specific clarifying sub-questions that were used at the researcher's discretion during the interviews (Appendix B.1). Similar qualitative research with the emphasis on case studies was conducted by Kantur and Iseri-Say (2013) in an attempt to investigate the relationship between organisational internal variables and firm-level entrepreneurship linking it to organisational performance. The interview questions were

sent prior to the interview in order to familiarise the managers about the type of questions and the general interview content. However, before the actual interview process was conducted, in order to avoid repetition and for the purpose of time, some similar questions were grouped but the structure of the content remained the same (Appendix B.2). The instrument is compatible with the current research investigating the influence of internal factors which encourage middle managers' corporate entrepreneurial behaviour. The compatibility of the instrument is supported, as reported in the literature, by a selection of the participants who were recruited from manufacturing, service and financial organisations and randomly selected members from trade associations (Hornsby et al., 2002). The copy of the interview questions and raw data obtained from the interviews are shown in Appendices B.1, B.2 and B.3 respectively.

The interview questions were subsequently modified to reflect on their qualitative nature, and used in the main study for data collection. The questions related to five organisational internal factors: work discretion/autonomy; management support; rewards system; time availability; and organisational boundaries/structure (Hornsby et al., 2002) and required the candidate to maintain flexibility during the interviews as the primary source of information. Anyone who has interviewed managers knows that highly structured interviews and adherence to prepared questions may not result in getting the best information (Stuart et al., 2002). The authors explain that the researcher is mainly guided by what the manager wants to talk about, and at the same time to ensure that the conversation uncovers all pertinent data (p.425). The qualitative interviews have been usefully applied in similar research in the past. Myers and Newman (2007) conducting research on information systems (IS), propose a dramaturgical model which contains eight stages (drama, stage, actor, audience, script, entry, exit and performance) to collect data that can be used to interpret different types of managers' behaviour and their social interaction.

A total of three visits were made to company X and the average time spent with each manager was about two hours. Respondents were chosen according to their job function in the company: project manager, marketing manager and sales manager. Prior to the company visit, the candidate designed a protocol proposed by Benbasat et al. (1987) in their research on IS, which outlined what data should be gathered, questions for interviews and plans for direct observation. Similar protocols were used in relationship marketing research

(Lindgreen, 2001), and have been extended by including the topic guide; see Appendix E (Ritchie and Lewis, 2003) which sets the interview culture (Kvale, 2006). The managers were interviewed individually using semi-structured interviews based on pre-designed and modified from qualitative questionnaire. In order to obtain broader information and develop possible interlinkages, some similar questions within the same questionnaire section were linked together, having a number of accompanying questions to assist the participant to answer questions more fully (Witzel, 2000; Stage and Manning, 2016).

Interview responses were recorded, transcribed and analysed qualitatively. The transcripts were then coded according to the theory-driven codes reflecting the five internal organisational factors. Deductive coding was used as a method of creating codes based on key variables that come from the conceptual framework, research question and problem areas, whilst inductive coding was used for emerging codes during data collection (Miles et al., 2014) such as data-driven codes. Coding incorporated five stages (formalisation, thematic framework, indexing, charting and interpretation) based on Pope et al.'s (2000) approach. This approach has been extensively used by Pope and Mays (1995) and Pope et al. (2000) in health-care services research examining various interactions between health professionals and individuals, couples and families in an attempt to understand how and why people behave as they do when faced with health issues.

Meetings with company X were observed and recorded. Observation was used in two ways: structured where the researcher remains objective without previous preconceptions on data and unstructured where the researcher is inseparable from the 'researched' (Mulhall, 2003). These two types of observation have later been elaborated by Flick (2009) who further suggested non-participant and participant observation which intertwines with Mulhall's (2003) structured and unstructured observation. Field notes were used in the form of rough jotting which reflected the candidate's own feeling, reactions, insights and interpretations. Jotting provided an opportunity to strengthen coding by highlighting the underlying issues that deserve analytical attention (Mulhall, 2003; Dubois and Gadde, 2002; Ritchie and Lewis, 2003; Miles et al., 2014). The sample of jotting is in Appendix D.

The methodology was applied to examine:

- Internal factors – work discretion/autonomy; management support; rewards system; time availability; organisational boundaries/structure;

- Middle managers' perception of internal factors in addressing the balance between induced and autonomous behaviour.

#### G.1.4 Results

The pilot study results are stated in the context of managers' perceptions. Any identified themes are perceived by the participants within company X and could be wrong or right which will be addressed in the main study using triangulation.

**Result 1:** There is a relation between middle managers' entrepreneurial behaviour and internal factors (see Table 34).

Internal factors	Middle managers	Responses
<b>MS</b> (Management Support)	Manager X1 Project manager	Encourage innovation; maintain climate of 'family'; all support is provided: training; asking how to help to work better.
	Manager X2 Marketing manager	Not always encouraging for innovation but very limited; no innovation just work and go; no realisation for abilities; no word 'thank you'.
	Manager X3 Sales manager	Listen to ideas that improve sales; training is provided; asking sometimes if happy at work.
<b>WA</b> (Work Autonomy/ Discretion)	Manager X1 Project manager	Risk is assessed by top management; reporting is not imposed; no rules bending; respect for human being and mistakes they can make.
	Manager X2 Marketing manager	Work is assigned by top management; if there is even 50/50 risk – go to management; not firing for mistakes but can put in lower position.
	Manager X3 Sales manager	Compliance with rules and regulations; risk is not allowed; discretion 50/50: need to know how far targets are achieved; new employees do not want to stay for long as they can be fired after three warnings (same for locals and expats).
<b>RWD</b> (Rewards/ Reinforcements)	Manager X1 Project manager	Global awards; presidents recognition; yearly bonus; salary increase.
	Manager X2 Marketing manager	Gifts, letters of appreciation, flowers; yearly bonuses depend on company performance; salary increase every 2–3 years.
	Manager X3 Sales manager	Allowance and discount for products; various gifts; appreciation during internal meetings.
<b>TA</b> (Time Availability)	Manager X1 Project manager	Limited time for projects; office time is flexible and helping to finish projects.
	Manager X2 Marketing manager	The work load and time is balanced to finish everything.

	Manager X3 Sales manager	Time is fair.
<b>STR</b> (Structure/Boundaries)	Manager X1 Project manager	Job description and major tasks understood clearly.
	Manager X2 Marketing manager	Not flexible structure; weekly briefing or brainstorming.
	Manager X3 Sales manager	Very strict rules; hierarchies within the company; lots of orders; three times a year business review and budget.

**Table 34: Middle managers' responses on internal factors (Developed by Author)**

**Result 2:** The impact of internal factors on middle managers' entrepreneurial behaviour.

Responses from the managers' perspectives are shown in Table 34. After having analysed the participants' responses regarding the internal factors, themes have been developed and conceptualised based on the pilot study results:

- *Management Support* is not widely provided in the company. Encouragement for innovation was mentioned only by project manager X1 who stated that the company's management maintained the climate of 'family' and provides various training. It seems that the abilities of employees are not fully realised (marketing manager X2) and the management is more focused on maintaining some degree of work satisfaction (sales manager X3).

#### **Theme 1: Limited encouragement and support for innovation**

- *Work Autonomy/Discretion* requires compliance with rules and regulations. No rule bending exists in the company. Risky issues are assessed by top management and employees are required to inform the management about risk even if it is 50/50. The analysis of responses showed that only project manager X1 is not always required to report to managers and has some degree of freedom in decision-making. It is important to mention that company X has tolerance for mistakes based on respect for people and a belief that everyone can make a mistake. However, tolerance for mistakes is limited to three warnings which puts newly hired employees in danger of being fired.

#### **Theme 2: Risk is assessed by top management with a limited tolerance for mistakes**



- *Rewards/ Reinforcements* have a wide range of appreciation. It can take the form of global awards, presidential awards, yearly bonuses, various gifts, and letters of appreciation, as well as salary increase every two or three years, flowers and the praising of individual employees during company meetings.

**Theme 3: Rewards/reinforcements system is strongly established in the company**

- *Time Availability* as an important company resource is fairly distributed and the time–work load equation is in good balance to accomplish work tasks. The project manager mentioned that flexible office time helps projects which have limited time to complete.

**Theme 4: Time and workload are in balance**

- *Structure/Boundaries* are characterised as inflexible and hierarchical systems (marketing manager X2 and sales manager X3). It contains plenty of strict rules and regulations which require employees’ full compliance. There are systematic meetings for various purposes: a yearly business review, budgeting and brainstorming to improve busyness performance. Job descriptions are clear and well understood amongst employees.

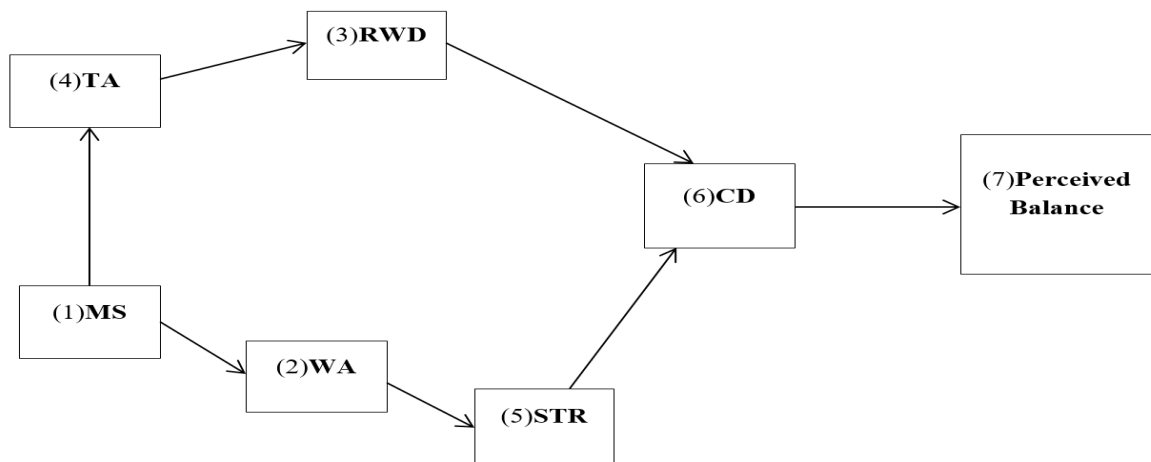
**Theme 5: Structure is hierarchical and inflexible with strict rules and clear job description**

**Result 3:** The influence of internal factors as antecedents on the balance between two opposing processes (induced and autonomous entrepreneurial behaviour). Developed and conceptualised themes derived from the coding are shown in Table 35:

Internal factors codes	Themes derived from coding
MS	Limited encouragement and support for innovation.
WA	Risk is assessed by top management with a limited tolerance for mistakes.
RWD	Rewards/reinforcements system is strongly established in the company.
TA	Time and workload are in balance.
STR	Structure is hierarchical and inflexible with strict rules and clear job description.
CD	Cultural diversity is an inspirational source for innovative ideas.

**Table 35: Internal factors and themes derived from coding** (Developed by Author)

Management support is regarded by employees as very central (1). Because of this, company X staff see rewards and reinforcements (3) and time availability (4) as beneficial internal factors which can promote entrepreneurial activities. There is enough time to accomplish the assigned workload and to think about new ways of how to improve customer satisfaction (Figure 24).



**Figure 24: Interpreting results** (Developed by Author)

Looking at work autonomy/discretion as a top management commitment to tolerate failure and mistakes, and to provide the freedom for decision-making, the managers' responses showed its limits regarding risk-taking decisions and little latitude for delegation of authority to managers. Both insufficient management support and little latitude for work authority reside well in a hierarchical and inflexible organisational structure (5). Compliance with strict rules and regulation helps, however, to manage the company's culturally diverse staff. The cultural diversity (6) of company X, as it turned out, enhances the entrepreneurial spirit amongst employees, and plays an inspirational role in searching for new ways and opportunities to improve customer service. Cultural diversity is regarded by managers as a beneficial factor in achieving balance between induced and autonomous entrepreneurial behaviour. It enriches their experience of business horizons, and enhances existing capabilities through the intensive knowledge exchange of its culturally diverse staff.

**Result 4:** There is a relationship between organisational and national culture

<b>CD</b> (Cultural Diversity)	Manager X1 Project manager	Cultural diversity helps to foster entrepreneurial spirit and inspires new ideas as to how to satisfy customers.
	Manager X2 Marketing manager	Not allowed to penetrate local culture (drink alcohol, talk about politics, religion); should report about received gifts; different cultural background is balanced.
	Manager X3 Sales manager	Limited products, there are no Islamic products; there is a dress code; take more care of customers from local culture.

**Table 36: Data-driven code (Developed by Author)**

- *Cultural Diversity* represents a new inductive code, which is derived from participants' responses (see Table 36). The analysis of this code indicated that cultural diversity plays an inspirational role in seeking new ideas regarding the enhancement of customer satisfaction. Although interactions amongst culturally diverse employees are restricted by many internal rules and an organisational culture based on the UAE national culture, the interviewed managers reported a harmonic relationship amongst employees with different cultural backgrounds put in balance.

**Theme 6: Cultural diversity is an inspirational source for innovative ideas**

**G.1.5 Pilot Study Summary**

The pilot study has generated the following results:

1. There is a relationship between middle managers' entrepreneurial behaviour and internal factors.
2. Internal factors impact on middle managers' entrepreneurial behaviour.
3. There is an influence of internal factors as antecedents for addressing the balance between two opposing processes (induced and autonomous entrepreneurial behaviour).
4. There is a relationship between organisational culture and national culture.

The results have been developed on the basis of a single case study using company X as a sample. Limitation of the results is explained as the following:

- Small sample size (three managers);

- Data collection is based on a source of a single company;
- It was impossible to conduct in-depth interviews within the limited time span;
- Generation of result three cannot be applicable to other cases as managers could have different perceptions of internal factors.

#### **G.1.6 Synthesis of the Pilot Study and the Literature Synthesis**

This section is concerned with drawing together the initial outcomes of literature review with the results of the pilot study.

##### ***G.1.6.1 The Literature Synthesis***

The literature synthesis has led to the research question which is concerned with how middle managers develop a balance between two strategic entrepreneurial behaviours. The managers' strategic initiatives relating to induced and autonomous entrepreneurial behaviour are affected by five internal organisational factors. The main points that emerged from the literature synthesis relating to the effect of internal factors on middle managers' behaviour are the following:

- There is a relationship between internal organisational factors and middle managers' entrepreneurial behaviour;
- Internal factors impact on middle managers' entrepreneurial behaviour;
- There is an influence of internal factors as antecedents for addressing the balance between two opposing processes (induced and autonomous entrepreneurial behaviour);
- There is a link between organisational culture and national culture.

Drawing on the previously reviewed literature on internal organisational factors and middle managers' entrepreneurial behaviour, companies of any size in order to increase and sustain their competitiveness should encourage entrepreneurial behaviour as a predictor to firms' performance (Kuratko et al., 2005). The literature highlights the significant change in middle managers' perception of entrepreneurial behaviour under the influence of internal organisational factors and its alignment with organisational strategy (Sathe, 2003).

The literature suggests that there is a relationship between middle managers' entrepreneurial behaviour and internal factors. Likewise, this indicates how inherent internal factors are in

impacting middle managers' entrepreneurial behaviour to enhance a company's monolithic performance. Given the influence of these internal factors on managers' behaviour, the literature demonstrates their importance as antecedents for addressing the balance between two contradicting processes. The literature also highlights a relationship between organisational and national culture. The pilot study results confirm that these relationships exist even if they emerge out of the individual managers' perceptions who were interviewed.

#### ***G.1.6.2 The Pilot Study Analysis***

The exploratory pilot study has confirmed the influence of internal factors on middle managers' behaviour, and identified a new factor of cultural diversity as an important antecedent for corporate entrepreneurship. The analysis of internal organisational factors from participants' perspectives has been considered as an exploratory way to shed light on middle managers' entrepreneurial behaviour and address the research question. The pilot study indicates that an individual perception of internal factors can be positive and negative. The findings of the pilot study indicate the following correlation:

- There is a relationship between middle managers' entrepreneurial behaviour and internal factors;
- Internal factors impact on middle managers' entrepreneurial behaviour;
- There is an influence of internal factors as antecedents for addressing the balance between two opposing processes (induced and autonomous entrepreneurial behaviour);
- There is a relation between organisational culture and national culture.

Based on informal discussions and semi-structured interviews, the candidate has gathered that individual perceptions of internal factors are important in shaping middle managers' behaviour. Hence, in designing for qualitative research and using CEAI-based interview questions as an instrument for the main study, the significance of the five internal antecedents for corporate entrepreneurship could be considered and further explored. The pilot study research methodology proved the CEAI to be an efficient instrument in examining middle managers' entrepreneurial behaviour. It is worth noting that the methodology of the pilot study worked in favour of the research question, which remained unchanged.